

EMALAHLENI LOCAL MUNICIPALITY



FINAL ADOPTED REVIEWED INTEGRATED DEVELOPMENT PLAN 2019 / 2020

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ABBREVIATIONS

BESP	Built Environment Support Program
CAPEX	Capital Expenditure
CBD	Central Business District
CBP	Community Based Planning
CFO	Chief Financial Officer
CWP	Community Works Programme
DeCoGTA	Department of Co-operative Governance & Traditional Affairs
DEA	Department of Environmental Affairs
DEADP	Department of Environmental Affairs & Development Planning
DM	District Municipality
DoRA	Division of Revenue Act
DWA	Department of Water Affairs
EE	Employment Equity
EPWP	Expanded Public Works Programme
GAMAP	Generally Accepted Municipal Accounting Practice
GRAP	Generally Recognized Accounting Practice
HR	Human Resources
HSP	Human Settlement Plan
IDP	Integrated Development Plan
IFRS	International Financial Reporting Standards
IMFO	Institute for Municipal finance officers
INEP	Integrated National Electrification Programme
ISDF	Integrated Strategic Development Framework
KI	Kilolitre (1,000 litres)
KPA	Key Performance Area
KPI	Key Performance Indicator
Kw/h	Kilowatt-hour
LED	Local Economic Development
LM	Local Municipality
LLF	Local Labour Forum
MBRR	Municipal Budget and Reporting Regulations
MFMA	Municipal Finance Management Act (Act No. 56 of 2003)
MIG	Municipal Infrastructure Grant
MEC	Member of Executive Council
MERO	Municipal Economic Review & Outlook
MGRO	Municipal Governance Review & Outlook
MI	Mega liter (1,000,000 litres)
MM	Municipal Manager
MSA	Municipal Systems Act No. 32 of 2000
MSCOA	Municipal Standard Chart of Accounts
MTREF	Medium Term Revenue & Expenditure Framework
NDP	National Development Plan
NDPG	Neighborhood Development Program Grant
NERSA	National Energy Regulator of South Africa
NGO	Non-Governmental Organization
NT	National Treasury
OPEX	Operating expenditure

PDI	Previously Disadvantaged Individual
PGEC	Provincial Government Eastern Cape
PMS	Performance Management System
PSDF	Provincial Spatial Development Framework
PSP	Provincial Strategic Plan
PPP	Public-Private Partnership
PT	Provincial Treasury
R	Rand (Currency)
RBIG	Regional Bulk Infrastructure Grant
RO	Reverse Osmosis
ROD	Record of Decision-making
SALGA	South African Local Government Organization
SAMDI	South African Management Development Institute
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SEA	Strategic Environmental Assessment
SONA	State of the Nation Address
SOMA	State of the Municipality Address
SOPA	State of the Province Address
STATSSA	Statistics South Africa
UISP	Upgrading of Informal Settlements Programme
VIP	Ventilated Improved Pit (toilet)
WSP	Workplace Skills Plan
WTW	Water Treatment Works

Foreword by the Mayor

The municipality undertook an aggressive Public Participation and Mayoral Outreach Programmes as an effort to empower and capacitate our communities on the plans that the Municipality intends to embark on this last financial year of the current term of Council. In addition to this, public participation and stakeholder engagement are invariably in keeping with compliance with Chapters 4 and 5 of the Local Government: Systems Act 2000 (Act 32 2000) as amended. The aforementioned legislation reinforces the principle of deepening democratic participation by all key stakeholders to be involved in local governance.

We are ecstatic and humbled by the manner in which sector departments and state owned enterprises continue to positively contribute to the development of Emalahleni Municipal area. There is cohesion and better coordination of our programmes amongst three spheres of government (Local, Provincial and National Governments). We have adopted an approach of working smart with our communities and key stakeholders in order to enhance service delivery and accountability through IDP and Budget processes as well as Mayoral Outreach engagements (Back to Basics Mandate). We urge fellow Councilors and officials of Emalahleni Local Municipality to work extremely hard during the entire term of office of leadership and management as if there is no tomorrow.

COUNCILLOR NONTOMBIZANELE KONI
HONOURABLE MAYOR

Executive Summary

In 2016, Local Government Elections were held and Emalahleni Local Municipality is in the process of developing a five year and credible strategic planning tool commonly known as Integrated Development Plan (IDP) with a cash-back budget premised on a medium-term revenue and expenditure framework. The IDP is in terms of Local Government: Municipal Systems Act 2000 (Act 32 2000) as amended. The needs and priorities of communities are derived from Public Participation and Mayoral Outreach Programmes, which were also conducted as per the requirements of the act. It should be noted that IDP and Budget are living documents and their implementation is assessed in terms of service delivery and budget implementation plan which confirms the relevance of programmes and projects of Council.

IDP and Budget are designed in such a way that they fulfil the constitutional mandate of local government that of institutional development and transformation, service delivery, local economic development, job creation, spatial planning as well as financial viability and financial management. In Addition to this, Emalahleni Local Council developing and approving a business process re-engineering to inform its macro institutional organogram as an attempt to give effect to the five key priority areas.

. We honestly request that Councillors, Traditional Leadership, Communities, Key Stakeholders and Sector Departments continue to support our endeavours of accelerating service delivery to all communities.

“Emalahleni is indeed moving forward -Siyaqhuba” with the execution of Back to Basics mandate.

MR GP De Jager

ACTING MUNICIPAL MANAGER

1. CHAPTER 1 - STRATEGIC OVERVIEW OF THE MUNICIPALITY

1.1 Introduction

The document represents the outcomes of the second draft reviewed Integrated Development Plan (IDP), which is the first review on the current term of Office of the Emalahleni Municipal Council.

The IDP has been reviewed for the 2019 to 2020 financial years in compliance with Section 34 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000 as amended).

1.2 Legislative Framework

1.2.1 Local Government: Municipal System Act (MSA), 2000 (Act 32 of 2000 as amended) compels municipalities to draw up the IDP's as a singular inclusive and strategic development plan. In terms of Section 26 of the MSA, a municipality produces an IDP every five years, comprising of the following components:

- (i) A municipal council's vision for the long-term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
- (ii) An assessment of the existing level of development in Emalahleni, which must include an identification of communities which do not have access to basic municipal service;
- (iii) The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs.
- (iv) The council's development strategies which must be aligned with any national, provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- (v) A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- (vi) The council's operational strategies;
- (vii) Applicable disaster management plans;
- (viii) A financial plan, which must include a budget projection for at least the next three years; and
- (ix) The key performance indicators and performing targets.

1.2.2 Regulations 2 (1) and (2) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 set out the following further requirements for the IDP:

- 1)
 - (a) The institutional Framework, which must include an organogram, required for the
 - (i) The implementation of the IDP; and
 - (ii) Addressing the municipality's internal transformation needs, as informed by the strategies and programmes set out in the IDP;
 - (b) Any investment initiatives in the municipality
 - (c) Any development initiatives in the municipality, including infrastructure, physical, social and institutional development

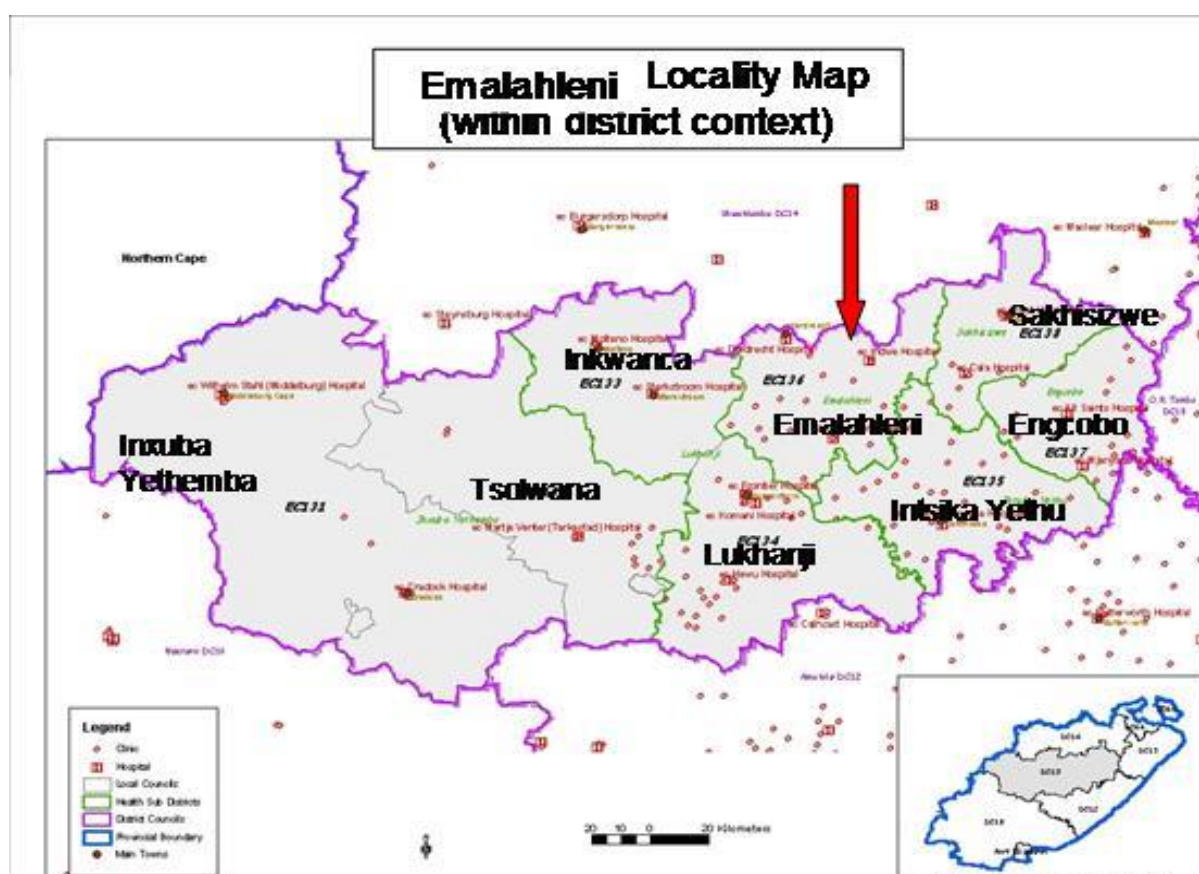
- (d) All known projects, plans and programmes to be implemented within the municipality by any organ of state; and
 - (e) The key performance indicators set by the municipality.
- 2) An integrated development plan may –
 - (a) have attached to it maps, statistics and other appropriate documents; or
 - (b) refer to maps, statistics and other appropriate documents that are not attached, provided they are open for public inspection at the offices of the municipality in question.
 - 3) A financial plan reflected in a municipality's integrated development plan must at least-
 - a) include the budget projection required by section 26 (*h*) of the Act;
 - b) indicate the financial resources that are available for capital project developments and operational expenditure; and
 - c) include a financial strategy that defines sound financial management and expenditure control, as well as ways and means of increasing revenues and external funding for the municipality and its development priorities and objectives, which strategy may address the following:
 - (i) Revenue raising strategies;
 - (ii) asset management strategies;
 - (iii) financial management strategies;
 - (iv) capital financing strategies;
 - (v) operational financing strategies; and
 - (vi) Strategies that would enhance cost-effectiveness
 - 4) A spatial development framework reflected in a municipality's integrated development plan must-
 - a) give effect to the principles contained in Chapter 1 of the Development Facilitation Act, 1995 (Act 67 of 1995);
 - b) set out objectives that reflect the desired spatial form of the municipality;
 - c) contain strategies and policies regarding the manner in which to achieve the objectives referred to in paragraph (*b*), which strategies and policies must-
 - (i) indicate desired patterns of land use within the municipality;
 - (ii) address the spatial reconstruction of the municipality; and
 - (iii) provide strategic guidance in respect of the location and nature of development within the municipality;
 - d) set out basic guidelines for a land use management system in the municipality;
 - e) set out a capital investment framework for the municipality's development programs;
 - f) contain a strategic assessment of the environmental impact of the spatial development framework;
 - g) identify programs and projects for the development of land within the municipality;
 - h) be aligned with the spatial development frameworks reflected in the integrated development plans of neighbouring municipalities; and
 - i) provide a visual representation of the desired spatial form of the municipality, which representation-
 - (i) must indicate where public and private land development and infrastructure investment should take place;
 - (ii) must indicate desired or undesired utilisation of space in a particular area;

- (iii) may delineate the urban edge;
- (iv) must identify areas where strategic intervention is required; and
- (v) must indicate areas where priority spending is required.

1.2.3 **Section 21 (1) of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA)** provides for closer alignment between the annual budget and the compilation of the IDP. It requires that the mayor of a municipality must co-ordinate the processes of preparing the annual budget and the IDP to ensure that both the budget and IDP are mutually consistent and credible.

1.3 Profile of the Municipality

Emalahleni is a category B municipality situated within the Chris Hani District (see figure below) of the Eastern Cape Province. It consists of the three main urban nodes being the towns of Lady Frere, Indwe and Dordrecht surrounded by a large rural settlement s and many surrounding villages.



Provincial Assessment Outcomes

The MEC for CoGTA has a legislative authority to assess the municipal IDP and provide outcomes on the assessment of each Key Priority Area; below are the outcomes the municipality has acquired in the last few years per KPA:

Key Performance Area	2016/2017	2017/2018	2018/2019
Basic Service and Infrastructure Development	HIGH	HIGH	
Spatial Development Framework	HIGH	HIGH	
Local Economic Development	HIGH	HIGH	
Municipal Transformation and Institutional Development	HIGH	HIGH	
Good Governance and Public Participation	HIGH	HIGH	
Financial Viability and Management	HIGH	HIGH	
Overall Assessment Outcome	HIGH	HIGH	

1.4 Pre-Planning

1.4.1 Introduction

In line with the requirements of the local government laws and regulations, all stakeholders in the municipal are to be catered for during the development and review of the IDP to encourage community involvement and ensure maximum participation in the municipal affairs

1.4.2 Legal Context

- (i) The Municipal Systems Act 32 of 2000 provides that a Municipal Council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which –
 - (a) Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
 - (b) Aligns the resources and capacity of the municipality with the implementation of the plan
 - (c) Forms the policy framework and general basis on which annual budgets must be based
 - (d) Complies with the provisions of this chapter; and
 - (e) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation
- (ii) Section 21 (1) of the Local Government: Municipal Finance Management Act 56 of 2003, provides that, the Mayor of the Municipality must coordinate the processes for preparing the annual budget and for reviewing the Municipality's IDP and Budget related policies to ensure that the tabled budget and any revisions of the IDP are mutually consistent and credible

1.4.3 Objectives

- To draw up a review process plan that would engender inclusivity and transparency.
- It is to encourage participation by all stakeholders and communities.
- To solicit and determine priorities of the municipality
- To enhance service delivery and development.

1.4.4 IDP Processes

- **Phase 1:** Preparing for new IDP Cycle
- **Phase 2:** Monitoring and Evaluation & Update Analysis
- **Phase 3:** Objectives, Strategies, Projects and Programme
- **Phase 4:** Integration
- **Phase 5:** Approval

1.4.5 Role players

The following role players will be involved in the development and/or review process of the Integrated Development Plan (IDP):

- (a) Council
- (b) Mayor
- (c) Executive Committee
- (d) Municipal Manager
- (e) IDP, PMS and Budget Steering Committee
- (f) IDP, PMS and Budget Technical Steering Committee
- (g) Inter-Governmental Relations Committee
- (h) Ward Councillors and ward committees
- (i) Community Development Workers
- (j) IDP, PMS and Budget Representative Forum (residents, communities and other stakeholders)
- (k) Chris Hani District Municipality
- (l) Provincial Government Departments in terms of their sector programmes

1.4.6 Roles and Responsibilities of Each Role Player

No	Role Player	Roles and Responsibilities	Composition
1	Municipal Council	(1) The Municipal Council will consider and adopt the process plan and the IDP and/or Reviewed IDP.	The Municipal Council shall be composed of: (1) All PR and Ward Councillors of Emalahleni Municipality
2	The Mayor	(1) Must ensure that the IDP is developed (2) Must ensure that the IDP is reviewed annually (3) Chairs the IDP/PMS and Budget Representative Forum (4) Chairs the IDP/PMS and Budget Steering Committee	
3	The Executive Committee	(1) The Executive Committee assists the Mayor to develop and review the IDP in line with the targets set in the IDP Process Plan of each financial year.	
4	The Municipal Manager	(1) The Municipal Manager provides technical support to the IDP/PMS and Budget Steering Committee. He / She	

No	Role Player	Roles and Responsibilities	Composition
		<p>co-ordinates the IDP development and review processes through relevant technical structures and performs the following activities:</p> <p>(a) Preparing the process plan</p> <p>(b) Undertaking the overall management and co-ordination of the planning process by ensuring:</p> <ul style="list-style-type: none"> • Participation and involvement of all different role players • That time frames are adhered to • That the planning process is aligned to the Provincial Growth and Development Strategy • Conditions for community participation are provided • That the results of the planning and IDP review process are documented. <p>(c) Responding to comments on the draft IDP from the public and other spheres of Government to the satisfaction of the Municipal Council</p> <p>(d) Accommodates and considers IDP comments and proposals from the office of the MEC for Local Government and Traditional Affairs</p>	
5	IDP/PMS and Budget Technical Steering Committee	<p>(1) IDP/PMS and Budget Technical Steering Committee does the technical ground work and provides information to the IDP/PMS and Budget Steering Committee</p> <p>(2) Terms of Reference The committee shall be responsible:</p> <ul style="list-style-type: none"> • Collect and collate information for IDP, PMS and Budget Steering Committee • Conduct research and Advises the IDP, PMS and Budget Steering Committee 	<p>The committee shall be composed of the following members of the municipal administration:</p> <ul style="list-style-type: none"> • Municipal Manager • All Directors • All Divisional Managers
6	IDP / PMS and Budget Steering Committee	<p>(1) The IDP / PMS and Budget Steering Committee assists the Mayor in guiding the development and review process of the IDP.</p>	<p>It comprises of the following members:</p> <ul style="list-style-type: none"> • Mayor (Chairing) • Council Speaker • Chief Whip

No	Role Player	Roles and Responsibilities	Composition
		<p>(2) <u>Terms of reference</u> The terms of reference for the IDP / PMS and Budget Steering Committee shall be the following:</p> <ul style="list-style-type: none"> • Establish sub-committees • Commission research studies • Consider and comment on: <ul style="list-style-type: none"> • Inputs from sub-committees, study teams and consultants • Inputs from provincial sector departments and support providers • Processes, summarize and document inputs • Make content recommendations • Define the terms of reference for the IDP / PMS and Budget Representative Forum • Inform the public about the establishment of the IDP / PMS and Budget Representative Forum • Identify stakeholders to be part of the Forum in such a way that the public is well represented • Providing relevant technical, sector and financial information for analysis and for determining priority issues • Provide political guidance in the consideration of financial strategies and identification of projects • The IDP / PMS and Budget Steering Committee may delegate some or all its responsibility to the IDP / PMS and Budget Technical Steering Committee. 	<ul style="list-style-type: none"> • All Members of the Executive Committee • Municipal Manager • All Directors • Manager: IDP and PMS • Manager: Budget and Financial Reporting
7	IDP, PMS and Budget Representative Forum	<p>(1) The IDP / PMS and Budget Representative Forum of Emalahleni Local Municipality is the organizational mechanism for discussions, negotiations and decision-making between stakeholders within our municipal area.</p> <p>(2) <u>Terms of Reference</u> The terms of reference for the IDP / PMS and Budget Representative Forum shall be as follows:</p>	<p>It is envisaged that the following organizations and/or stakeholders may be involved:</p> <ul style="list-style-type: none"> • Councillors • Ward Committees • Community Development Workers • Inter-Governmental Forum • Traditional Leaders • Faith-based Organisations • Stakeholder Representatives of Organized Groups

No	Role Player	Roles and Responsibilities	Composition
		<ul style="list-style-type: none"> • Represent the interests of their constituents in the IDP process • Provide an organizational mechanism for discussion, negotiation and decision-making between stakeholders including municipal government • Ensure communication between all stakeholders including municipal government • Monitor the performance of the planning and implementation process. • Provide a platform for engagement, input and feedback to stakeholders on the IDP and PMS. 	<ul style="list-style-type: none"> • Government department • Representatives of Political Organisations • Community Representatives • Resource Persons
8	Inter-Governmental Relations Committee	<p>IGR Forum enhances the integrated development and consider priorities in the entire municipality. Additional objectives include the following:</p> <p>(a) Development of a Local Programme of Action in relation to the National, Provincial and District programmes.</p> <p>(b) To facilitate the coordination and integration of provincial and municipal strategic planning and to put in place mechanisms and procedures that will ensure that both the district and provincial strategic planning inform and are informed by the IDP of the Emalahleni LM.</p> <p>(c) To consult on policy issues that materially affects Local Government.</p> <p>(d) To develop and provide mechanisms to engage provincial government, the Office of the Premier and DLGTA on IGR related matters and/or challenges.</p> <p>(e) To consider such other matters of mutual interest as either party may</p>	<p>The composition of the Forum will be as follows:</p> <p>Emalahleni Local Municipality:</p> <p>a. The Honourable Mayor is the political champion of intergovernmental relations in Emalahleni LM and the Chairperson of the IGR Forum.</p> <p>b. The Speaker and EXCO members.</p> <p>c. The Municipal Manager and Chief Finance Officer</p> <p>d. Executive Directors (Emalahleni LM)</p> <p>e. Entities and other service delivery agencies</p> <p>Provincial and National Representatives:</p> <p>(i) Department of Cooperative Governance</p> <p>(ii) Office of the Premier</p>

No	Role Player	Roles and Responsibilities	Composition
		<p>place on the agenda of a meeting from time to time.</p> <p>(f) To promote economic growth and development through trade, investment and tourism.</p> <p>(g) To share knowledge and expertise in local governance generally or in agreed functional areas.</p>	<p>(iii) Department of Local Government and Traditional Affairs</p> <p>(iv) Provincial Treasury.</p> <p>(v) South African Local Government Association Eastern Cape (SALGA- EC)</p> <p>(vi) Heads of Sector Departments in the Emalahleni LM area.</p> <p>(vii) Heads of National Departments in Emalahleni LM area.</p> <p>(viii) State owned enterprises (e.g. ESKOM, Telkom, ECDC)</p> <p>(ix) The Chairperson may invite the District Executive Mayor, Heads of Provincial Departments, other development partners and stakeholders from time to time as and when required.</p> <p>b)</p>
9	PMS Committee	(1) Evaluating the annual performance of the municipal manager	<p>c) Mayor (Chairing)</p> <p>d) Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a performance audit committee;</p> <p>e) Member of the Executive Committee or in respect of a plenary type municipality;</p> <p>f) Mayor and/or Municipal Manager from another municipality</p> <p>g) Member of a ward committee as nominated by the Mayor</p>

1.5 Action Programme

The municipality prepared and adopted its IDP framework and action program and presented it to Council for adoption on the 30 August 2018 (with the following council resolution number OCM 430/08/2018). In line with the legislative requirements for the review process of the IDP, taking into consideration all the five phases mentioned above. Below is a time schedule reflecting the activities and dates as adopted by Council

Activity	Date	Custodian
June 2018		
Preparation of the draft SDBIP 2018/2019 and presentation to the Mayor for signature	15 June 2018	Municipal Manager
Compilation of the IDP/PMS Review Process Plans 2019/2020	29 June 2018	Municipal Manager
IDP/PMS and Budget Technical Steering Committee: Presentation and Alignment of the IDP, PMS and Budget review Process Plans with other municipal plans	June 2018	Municipal Manager
IDP/PMS and Budget Steering Committee/ Executive Committee - Presentation of the draft IDP/PMS and Budget Review Process Plan 2019/2020	June 2018	Mayor
Approval and Publication of the SDBIP 2018/2019	30 June 2018	Mayor Municipal Manager
July 2018		
Tabling of IDP/ PMS Review and Budget Process Plan to the internal committee	13 July 2018	All Directors Municipal Manager
Preparation and finalization of the Annual Performance Report (Section 46) for the 2015/2016 financial year (Non-Financial)	27 July 2018	Municipal Manager
Submission of Performance Information for purposes of the Annual Report (Non-Financial)	27 July 2018	All Directors Municipal Manager
Preparation and Submission of signed performance agreements for Section 57 Managers to relevant stakeholders	27 July 2018	Municipal Manager
Advertisement and/or publication of the IDP/PMS Review and Budget Process Plan 2019/2020	27 July 2018	Municipal Manager
August 2018		
Preparation of the draft annual report 2017/2018	August 2018	Municipal Manager
Presentation of the Draft Annual Report EMC	August 2018	Municipal Manager
IDP Rep Forum: Presentation of Final SDBIP 2018/2019 and Process Plan 2019/2020	28 August 2018	Mayor
Submission of the draft annual report 2017/2018 with annual financial statements to the Audit / Performance Audit Committee for review	August 2018	Chief Financial Officer Municipal Manager
Tabling of the unaudited Annual Report in Council for noting	August 2018	Mayor

Activity	Date	Custodian
Submit draft previous financial year Annual Report and evidence to internal and the Auditor General including annual financial statements and financial and non-financial information	August 2018	Municipal Manager Chief Financial Officer
Submit annual report including final annual financial statements and annual performance report to EXCO and MPAC meeting	August 2018	Municipal Manager Chief Financial Officer and All Directors
IDP/BUDGET Steering Committee -	18 August 2018	Mayor
September 2018		
IDP/PMS and Budget Technical Committee – Presentation of the Situational Analysis under review (Situational analysis review phase commence)		Municipal Manager
Auditor General continue to audit annual report audit report to the accounting officer of the municipality		Municipal Manager
October 2018		
Submission of Performance reports and performance information of the first quarter	10 October 2018	All Directors
IDP/PMS and Budget Technical Steering Committee: presentation of the first quarterly performance analysis report	18 October 2018	Municipal Manager
Submission of the Performance Report of the institution to the Office of the Mayor	18 October 2018	Municipal Manager
BSC to discuss revenue projections	18 October 2018	Municipal Manager
November 2018		
IDP/PMS and Budget Technical Steering Committee – presentation and discussion of the situational analysis. Launch of the second phase of the IDP (Review of the objectives and strategies commences)	November 2018	Municipal Manager Chief Financial Officer
Annual Report and oversight report process for adoption to be used as input into public participating meetings for IDP Review process	07 - 11 November 2018	Mayor
Budget Steering Committee - Presentation on the alignment of expenditure programmes for 2019/2020 budget	November 2018	Mayor
Oversight Committee finalises assessment on the annual report	November 2018	Municipal Manager
Tabling of the audited annual report and financial statements to Council	November 2018	Mayor
Annual Report is made available for inspection by the public	29 November 2018	Mayor
Presentation of the 1 st quarterly performance		
Council adopts Oversight report	November 2018	Municipal Manager
December 2018		

Activity	Date	Custodian
Oversight Report is available for inspection by the public	03 December 2018	Mayor Municipal Manager
Oversight report is submitted to Auditor-General, Provincial Treasury and Department of Cooperative Government-EC	03 December 2018	Municipal Council
IDP/PMS and Budget Representative Forum – Presentation of the audited annual report 2017/2018, draft reviewed situation analysis, objectives, strategies and indicators (IDP 2019/2020).	06 December 2018	Mayor
Imbizo to present Annual Report and oversight report process for adoption to be used as input into public participating meetings for IDP Review process	12 December 2018	Mayor MPAC Chairperson
Logistical arrangements on the review of the mid-year performance reports, assessment of performance and review of the service delivery and budget implementation plans	12 December 2018	Municipal Manager
Budget Steering Committee	December 2018	Mayor
January 2019		
Submission of Performance reports and performance information – mid-year performance	09 January 2019	All Directors
Budget Steering Committee discuss Section 71 Report	10 January 2019	All Directors
Budget Steering Committee - Presentation of mid-year performance to Executive Management Committee	10 January 2019	Municipal Manager All Directors
IDP/PMS and Budget Technical Steering committee to present And discuss draft objectives and strategies. Launch of the third phase of the IDP (Discussions on the projects commences)	January 2019	Municipal Manager All Directorates
Strategic planning session to present updated situation analysis, refined objectives and strategies and draft projects. Presentation of the mid-year performance report; prepare draft SDBIP 2018/2019;	January 2019	Municipal Manager All Directors
Submission of the Mid-Year performance report 2018/2019 to the Mayor	January 2019	Municipal Manager
Presentation of reviewed SDBIP 2018/2019 to the Mayor for approval	January 2019	Municipal Manager
SPECIAL COUNCIL MEETING: Table in a council meeting, mid-year assessment report 2018/2019	January 2019	Municipal Manager, Mayor
February 2019		
Write to/ written request to CHDM to obtain projected allocations for 2018/2019 for inclusion in budget	February 2019	Municipal Manager
Submission of mid-year performance reports to the Sector departments	February 2019	Municipal Manager
Inter-Governmental Relations – Consultation on the 1 st draft Reviewed IDP 2019/2020	05 February 2019	Municipal Manager
IDP Rep Forum – Presentation of the mid-year performance report, draft reviewed IDP objectives, strategies and indicators, Mid-Year Performance, Audit Outcome, allocations to be considered if necessary.	12 February 2019	Mayor

Activity	Date	Custodian
IDP/PMS and Budget Technical steering committee to discuss and finalize draft projects and submission of reviewed sector plans; draft adjustment budget (BSC)	19 February 2019	Municipal Manager
SPECIAL COUNCIL MEETING: Table in a special council meeting the adjustments budget for mid-year	28 February 2019	Municipal Manager, Mayor
March 2019		
Presentation of draft Reviewed IDP 2019/2020 to IDP/PMS and Budget Technical committee and alignment of budget (BSC)	08 March 2019	Municipal Manager
IDP/PMS and Budget Steering Committee: Presentation of draft 1 st Draft IDP 2019/2020); review progress		Mayor
Submission of draft directorate SDBIPs 2019/2020 for consolidation	Mid-March 2019	All Directors
Special Council Meeting – Presentation of the 1 st draft IDP 2019/2020	March 2019	Mayor
April 2019		
IDP advertised for public comments, public meetings and consultation schedule	05 April 2019	Municipal Manager
Submission of adopted Draft IDP and budget to the Office of the Premiers, Provincial and National Treasury, District Municipality and the MEC for EC-CoGTA	05 April 2019	Municipal Manager
Submission of Performance reports and performance information of the third quarter	05 April 2019	All Directors
IDP, Budget and PMS Road shows	April 2019	Mayor
IDP Representative Forum– presentation on the final draft Reviewed IDP and Budget 2019/2020; and tariffs	April 2019	Mayor
May 2019		
IDP/PMS and Budget Technical Steering Committee to consider public comments and those from sector departments; presentation of performance reports for the 3 rd quarter	05 May 2019	Municipal Manager
IGR Final Submission of inputs from Sector Departments	21 May 2019	Municipal Manager
State of the Municipal Address: Reviewed IDP 2019/2020 Budgets approved by Council	May 2019	Mayor
June 2019		
Submission of the approved Reviewed IDP and Budget 2019/2020 to the National, Provincial Treasury department, MEC for EC-CoGTA and the district municipality	07 June 2019	Municipal Manager
Budget Steering Committee presentation of the SDBIP for 2019/2020 Financial Year and Process Plan	June 2019	Mayor
IDP/ PMS and Budget Technical Steering Committee to finalize the service delivery and budget implementation plans for 2017 / 2018	June 2019	Mayor
Special Council Meeting	June 2019	Mayor

2. CHAPTER 2 - SITUATION ANALYSIS

2.1 Introduction

Local Government laws and regulations require municipalities on an annual basis to test the level of the development in the municipal area so as to ensure that; plans and resource allocation respond directly to the needs of the communities. This is done through environmental scanning on all areas in the municipality

2.2 Reflection on the Municipal Area

Emalahleni Local Municipality is category B municipality situated within the Chris Hani District Municipality of the Eastern Cape Province. It has 17 Wards which service the three main towns - Lady Frere, Indwe and Dordrecht and surrounding villages.

2.3 Demographic Analysis of the Area

(1)Population

Statistics SA, 2011 indicated that Emalahleni had the fourth largest population with a total of 119,460 (15% of the district population) in the Chris Hani district which extended over an area of approximately 3 840 square kilometres, including more than 200 rural villages and comprising seventeen (17) wards. In 2016, Statistics SA conducted a survey which revealed that Emalahleni population had increased to 122 700. This is an increase of 2.71% in the total population of the municipal area in a space of 5 years. The head office of the Emalahleni Local Municipality is situated in Lady Frere and has satellite offices in Dordrecht and Indwe. **Growth trend analysis shows that Emalahleni population had a marginal growth of between 2% to 5% over the last 5 years. The marginal growth could be attributed to a variety of factors such as death, poverty, HIV/AIDS and/or family planning.**

The following tables and graphs reflect the population of Emalahleni by various categories. The Black Africans and Black African females in particular are the largest group of the population at 51% (and 53% including all races) of the total population. The high representation of females in the population represents an opportunity for the municipality to develop and implement programs for women empowerment.

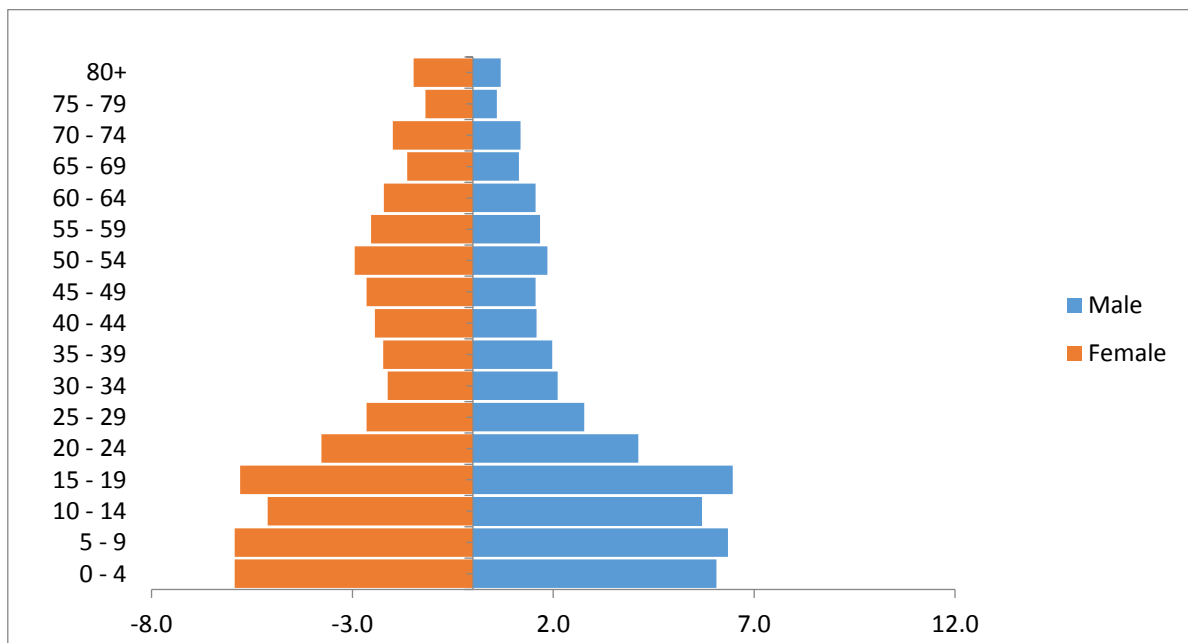
	Black African	Coloured	Indian or Asian	White	Other	Grand Total
Male	55 614	350	135	322	199	56620
Female	62 058	341	39	340	61	62839
Grand Total	117672	691	174	663	260	119459

Population by gender



Statistics South Africa: Web page: www.statssa.gov.za, 2011

(1) Population Pyramid



The above pupation pyramid reflects a perfect planning informant for the municipality. From this age distribution above, the following observations can be eluded:

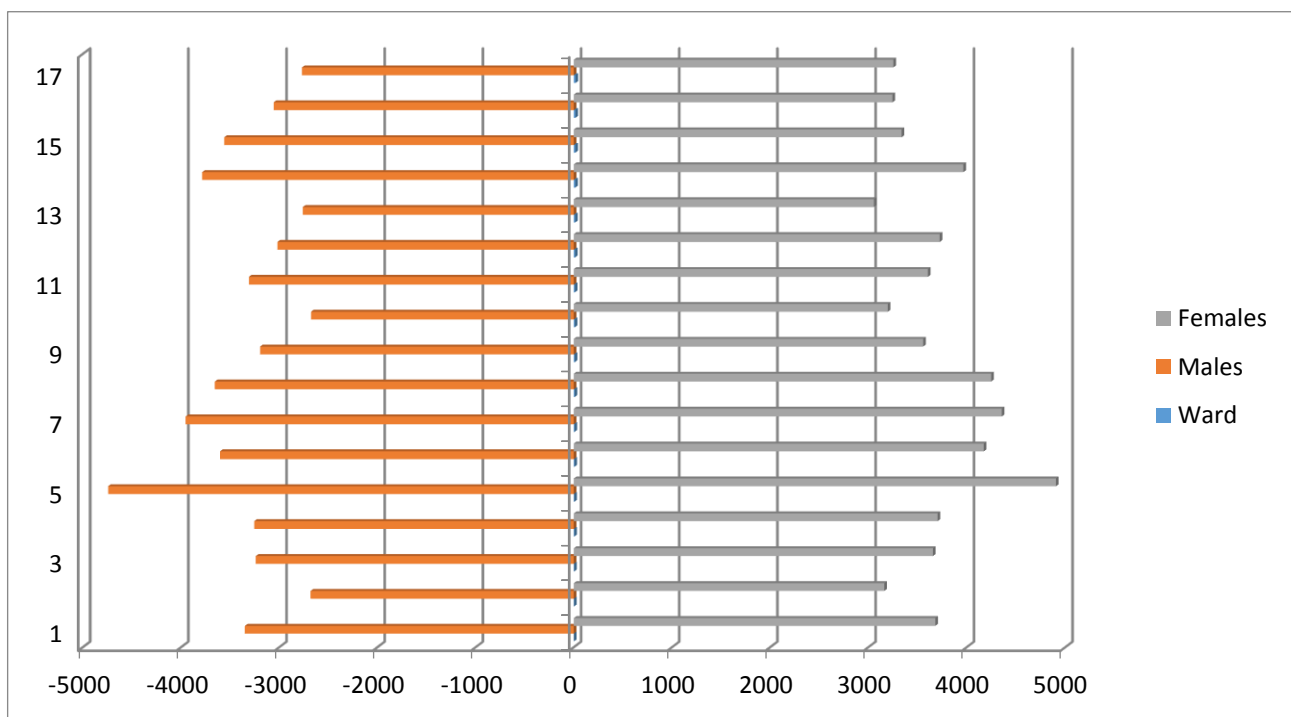
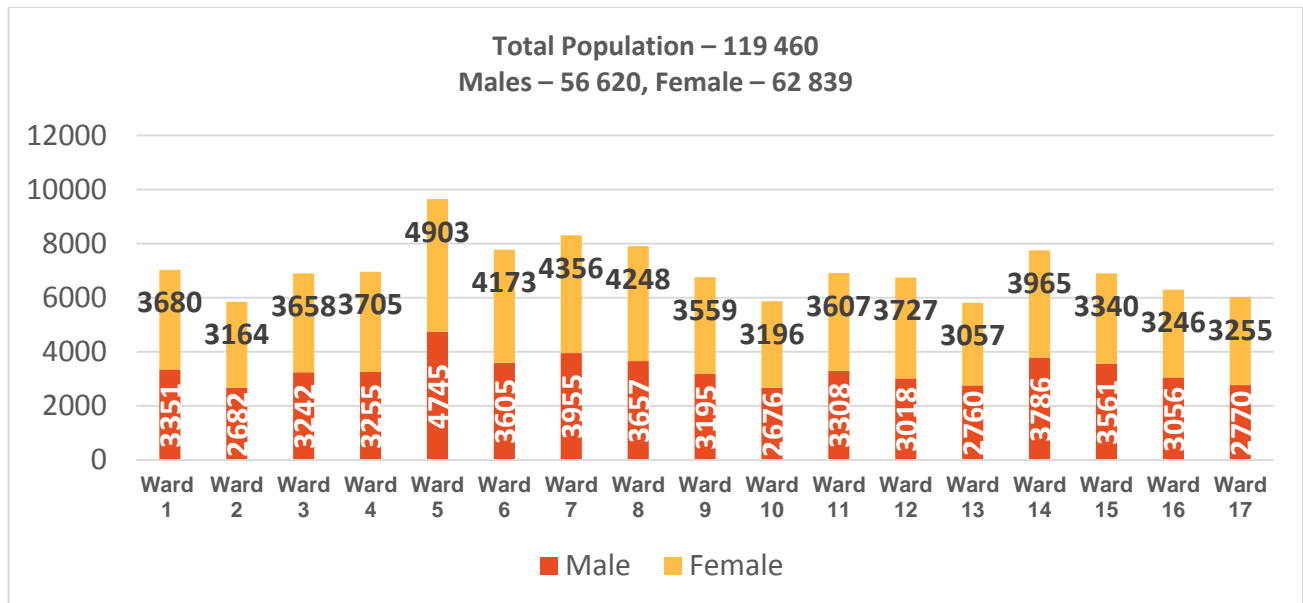
- the 0-19yrs comprised of 47% of the total population
- ages 20-59yrs of the economically active population, show a fairly distributive population
- ages 60 upwards represent 13% of the population

The municipal population has a large representation of the youth (comprising of 47%) of the total population. The retired age group of age 60 and above represents 13 percent of the population. These two above point also pose a great challenge for the Emalahleni municipality. This challenge being that the 60 percent of the population is both under 19years and above 60years and thus most

likely economically in active and reliant on social grants. The resultant of this compels the municipality to increase its commitment to Special Programs

According to statistics released by ECSECC, about 47% of the population earns just under R3500.00 and 13% of the population leaves under the bread line and would therefore not be able to afford housing or other services and rely on state subsidies. Emalahleni thus can be classified as a low wage economy which is a factor of low or negative growth. This fact will be dealt with throughout the document.

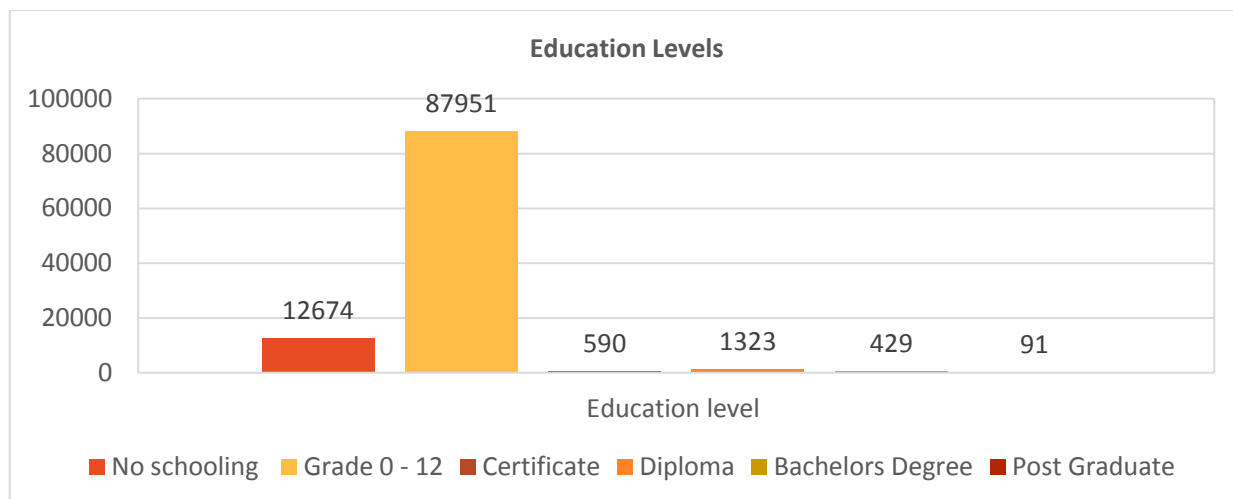
The following table represents the spread of the population according to the 17 wards in the municipal area:



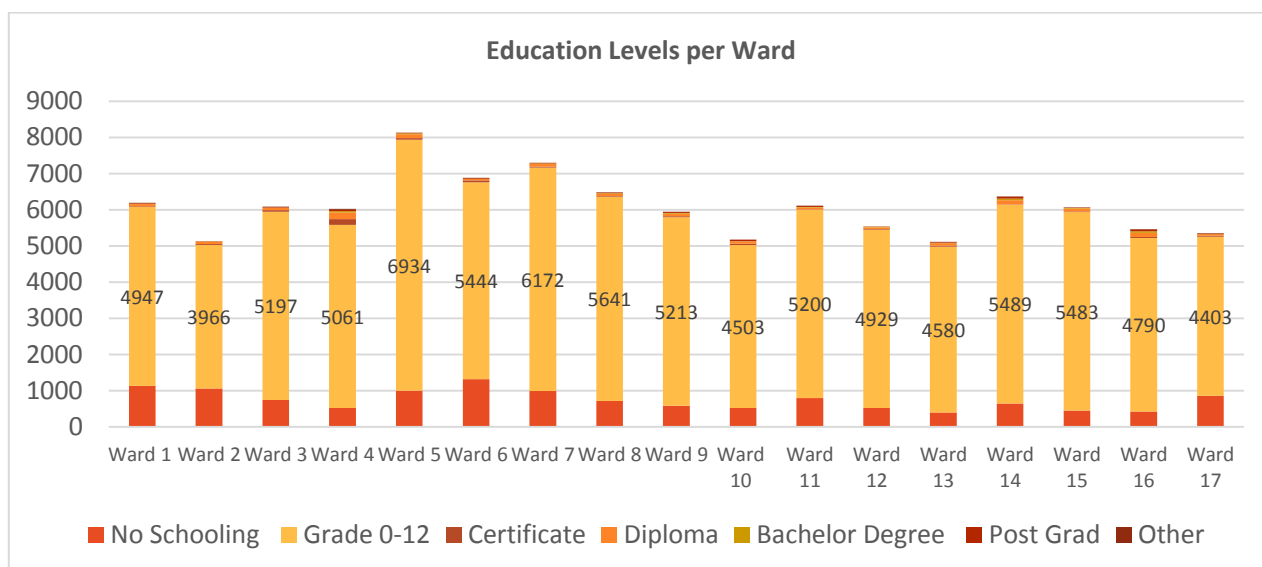
Statistics South Africa: Web page: www.statssa.gov.za, 2011

(2) Education and Skills

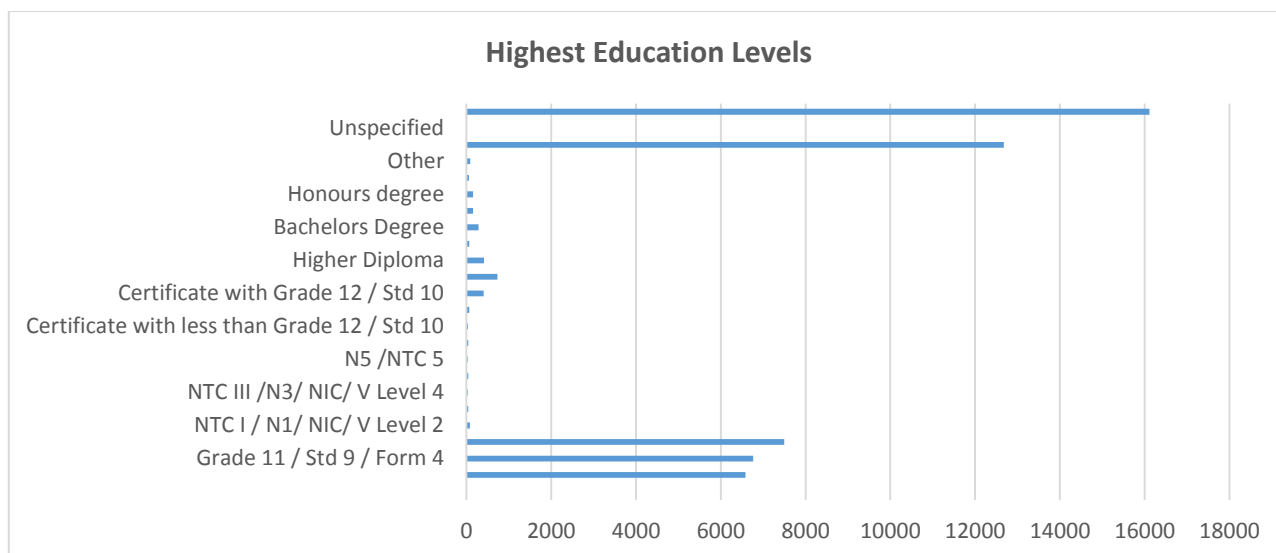
About 35% of the entire population has no schooling whilst only 5% of the population has a matric (Grade 12) qualification. As indicated in graph below, the levels of educational attainment are very low. This situation presents a major challenge for future economic growth because essential skills for growing the economy are limited and will be further reduced by this situation in which 37% of population has no schooling at all.



Source: Statistics SA 2011



Source: Statistics SA 2011

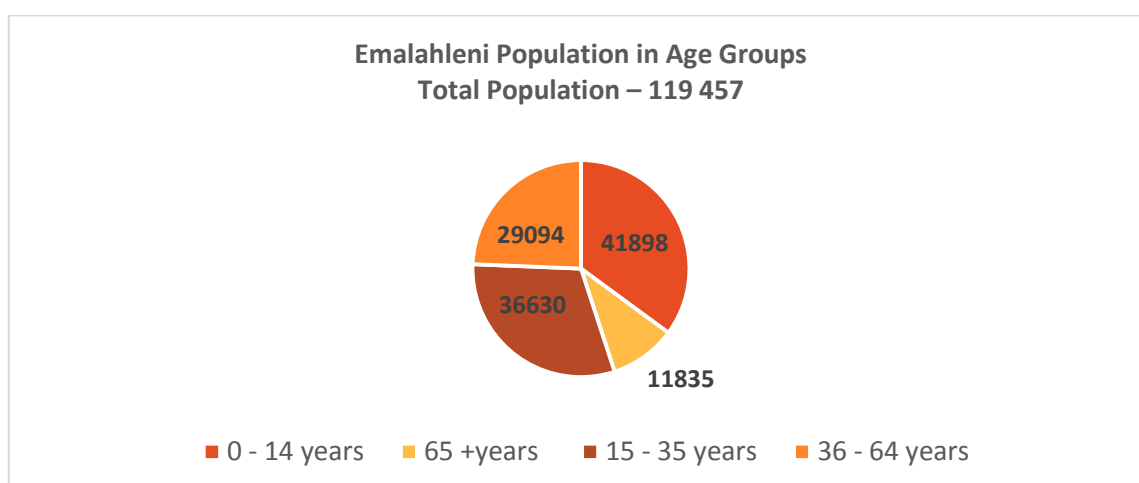


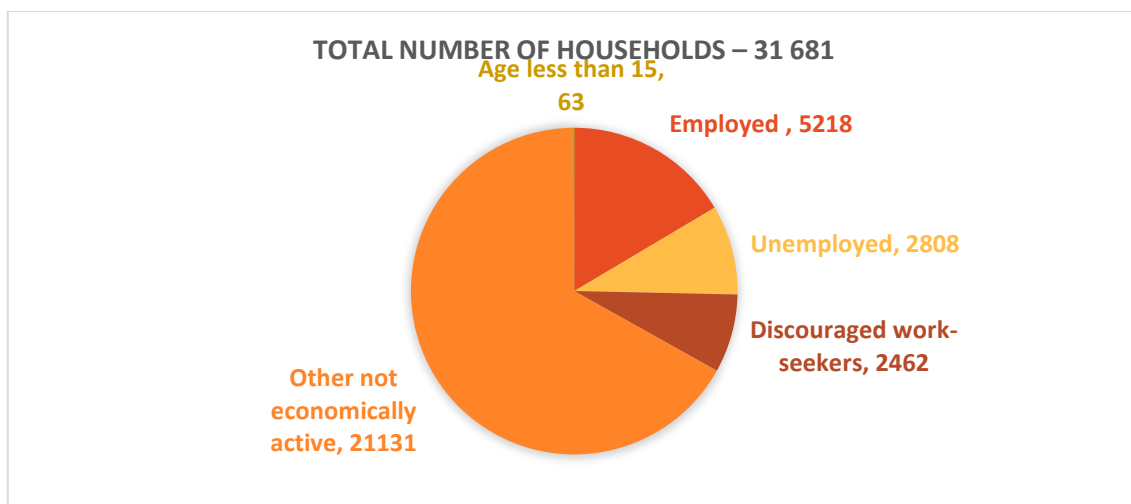
Source: Statistics SA 2011

(3) Human Development Index

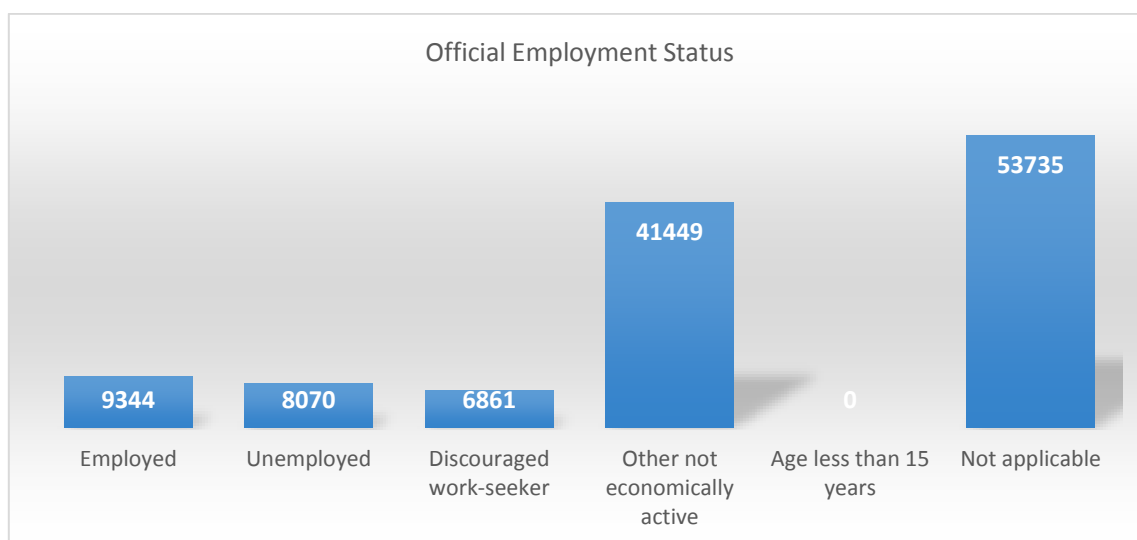
(4) Labour

(a) Formal Employment

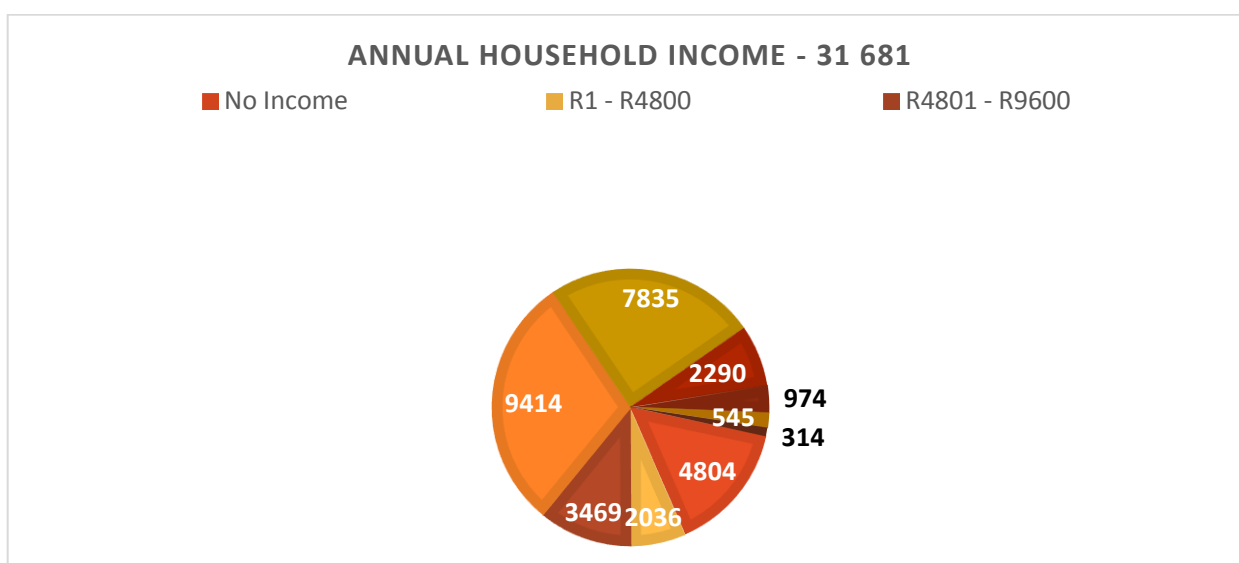




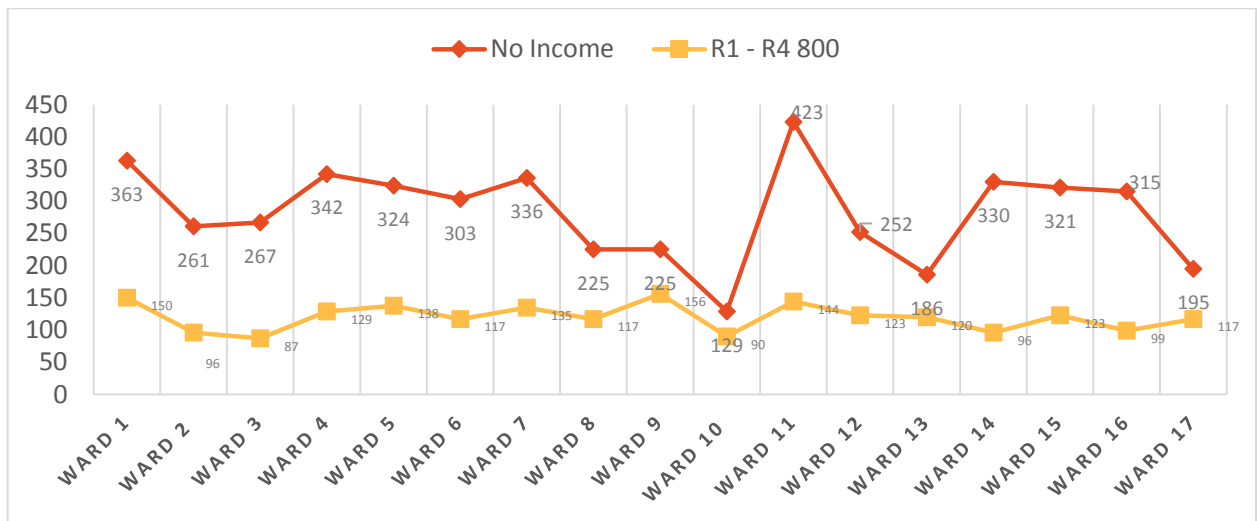
Sources: Statistics SA, 2011



Sources: Statistics SA, 2011



Sources: Statistics SA, 2011

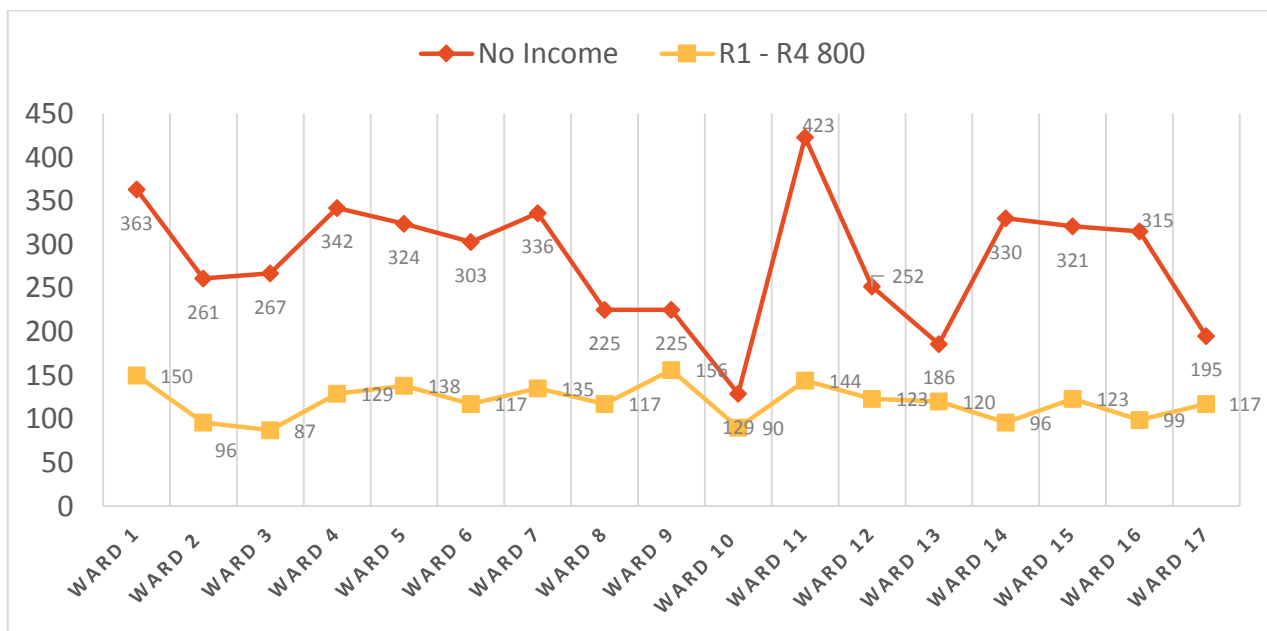


Sources: Statistics SA, 2011

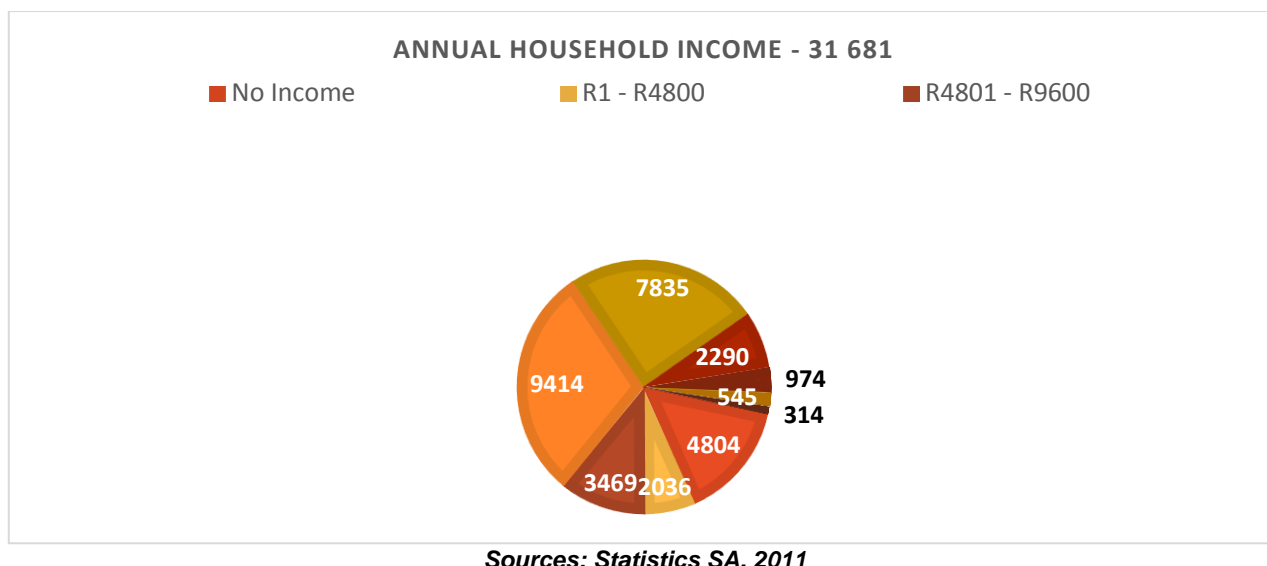
(b) Informal Sector:

(c) Unemployment rate

(5)Poverty



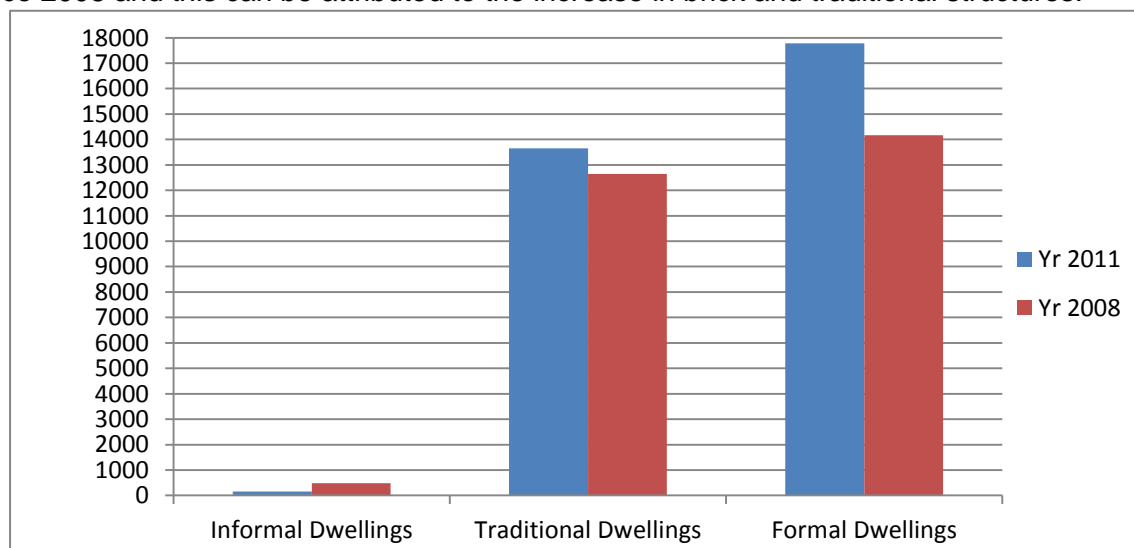
Sources: Statistics SA, 2011



(6)Poverty Rate (2008 – 2010)

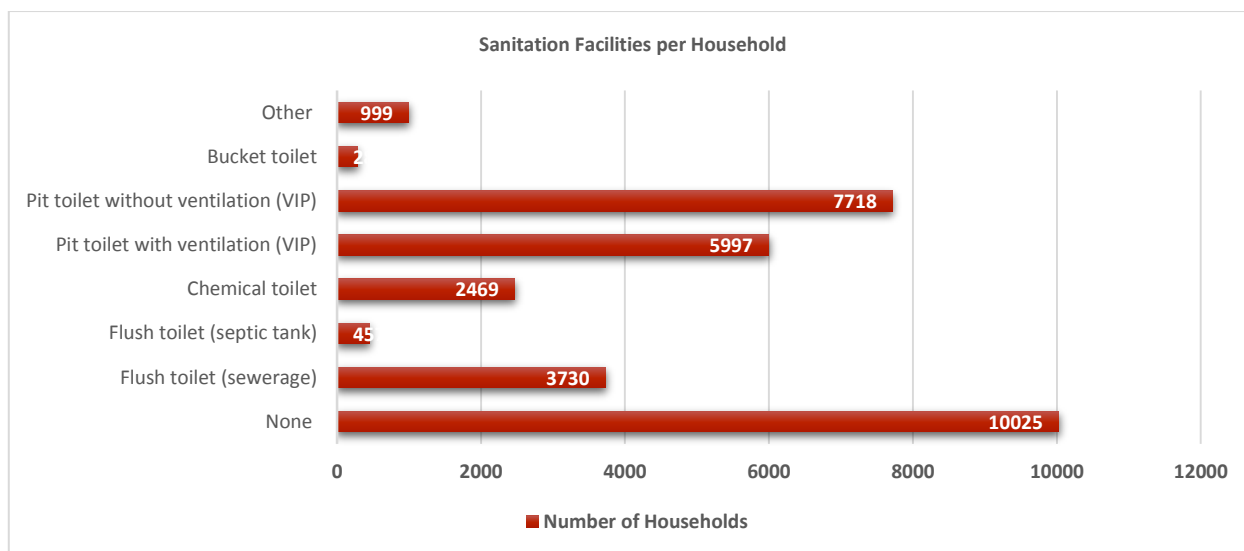
(7)Human Settlements

The graph below shows that most of the houses in the municipality are those made of bricks and traditional houses, it also shows a slow increase from 2008 of brick and traditional houses. There is a very minimum number of informal settlements and the numbers are showing a slow decline since 2008 and this can be attributed to the increase in brick and traditional structures.



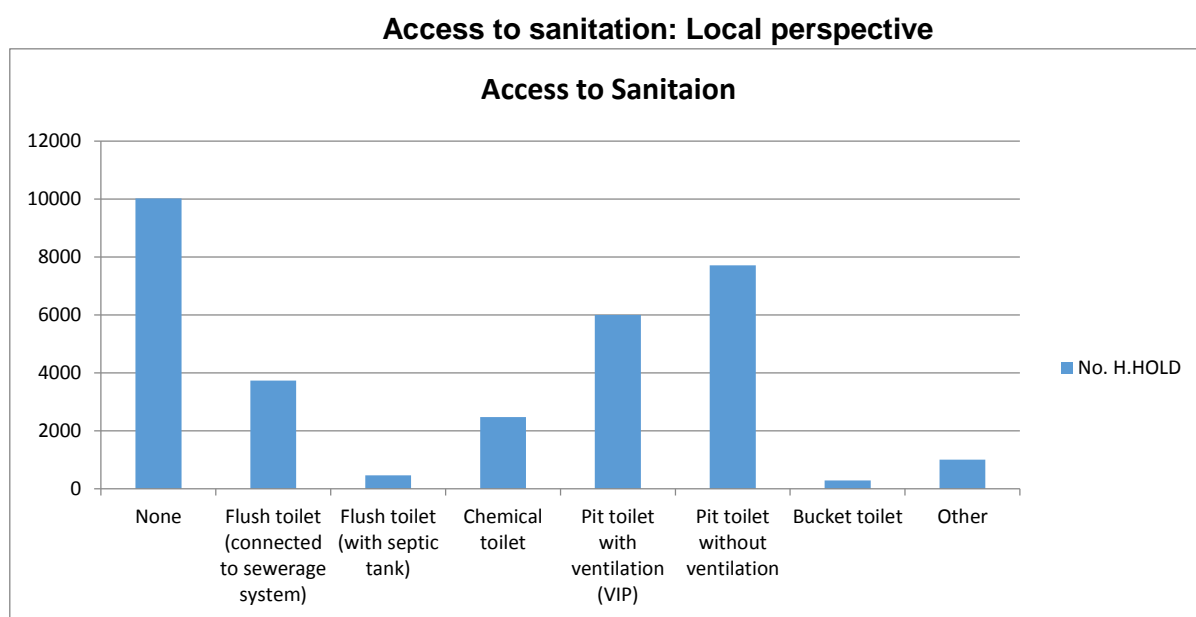
(8)Access to Services

Access to Sanitation: National Perspective



Sources: Statistics SA, 2011

\The picture is even worse when it comes to Emalahleni Local Municipality, in which there is no improvement at all.



This graph presents a picture of Emalahleni local municipality in as far as it relates to the provision of sanitation (Flush or chemical toilets; Pit latrine; and Bucket latrine).

Refuse removal for Household

	2008	2009	2010	2011	2018
Unspecified / other	52	49	47	1303	1303
Removed by local authority at least once a week	3 026	3 085	3 144	2637	7 999
Removed by local authority less often	217	211	206	165	165
Communal refuse dump	562	587	612	528	528
Own refuse dump	13 363	13 518	13 674	20165	20165

	2008	2009	2010	2011	2018
No rubbish disposal	-	-	-	6883	6883

Formal waste collection service is provided to urban and township areas of Lady Frere, Indwe and Dordrecht. Households in the rural areas are encouraged to conduct on site management of their waste.

2.4 Situation Analysis Per KPA

2.4.1 Basic Service and Infrastructure Development

Basic Service Delivery and Infrastructure Development refer to the assessment of development of the municipality in relation to the following

(1) Infrastructure Development

The municipality receives funding from MIG for infrastructural development. In its quest for infrastructure development, and the requirements of CoGTA on the establishment of Project Management Unit by municipalities, which was reviewed in 2007/2008; the municipality has established a Project Management Unit. The unit is in the Infrastructure Development and Human Settlements Directorate.

(a) Project Management Unit (PMU)

In 2006/2007 financial year, the Municipality established the PMU office for managing infrastructure projects. The unit then has a total of 7 personnel; which are as follows: (i) Manager: PMU (ii) 2 Project Managers, ISD Practitioner/ EPWP Coordinator Financial controller Technician, PMU Administrator and a Data Capturer (on temporary basis). The municipality now participates on various infrastructure grants such as; Municipal Infrastructure Grant (MIG), Integrated National Electrification Programme (INEP) and Expanded Public Works Programme Incentive Grant (EPWPIG), Chris Hani District Municipality Beautification Grant (CHDMBG) and funding from other government Departments (DSRAC)

(i) Municipal Infrastructure Grant (MIG)

The municipality is currently having committed projects up to 2017/2018 financial year in terms of the approved three-year capital plan.

The municipality has received the following allocations

	2016/2017	2017/2018	2018/2019	2019/2020
Approved budget amount	R31 758 000	R 34 061 000	R43 902 000	R 33 440 190
Spent budget amount	R24 758 000	R 34 061 000	R	
Difference	R7 000 000	R0		

(ii) Integrated National Electrification Programme (INEP)

The aim of this grant is to assist the municipality with the eradication of electricity backlogs.

The municipality started to participate in this grant during the 2010/2011 financial year. The programme is managed by the Project Management Unit (PMU) The PMU and electrical units are responsible for monitoring the performance of the consulting firm for the duration of the contract, and ensures that the consulting firm delivers on all its terms of reference.

	2016/17	2017/18	2018/2019
Approved budget amount	R 9,317,000	R 0	R 0
Spent budget amount	R 9,317,000	R 0	R0
Difference	R 0	R0	R0

The municipality is at 92% of households electrified and 8% backlog (new developments and households that were skipped due to Eskom mapping).

iii. Expanded Public Works Programme Infrastructure Grant (EPWPIG)

The municipality has developed and adopted a policy on EPWP and has been participating on the programme for the past years. A number of directorates are participating in the implementation of the program, but the coordination is being carried out by PMU

	2016/17	2017/18	2018/2019
Approved budget amount	R 1,415,000	R 1,308,000	2 022 000
Spent budget amount	R 1,415,000	R 1 308 000	

The municipality has been receiving grants from the Chris Hani District Municipality for beautification of towns.

	2016/17	2017/18	2018/2019
Approved budget amount	R 1,500,000.00	R 0	R0
Spent budget amount	R 1,500,000	R 0	R0
Difference	R 0		

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Qualified personnel • Creative/Innovative thinking • The unit is almost fully capacitated • Committed and ethical staff • Capacity building for PMU personnel • Quality on all infrastructure projects • 	<ul style="list-style-type: none"> • Lack of training and development • Lack of Monitoring on some projects • Dependency on Consultants for designs, because there are no design programs and equipment. • Under budgeting (EPWP) • Poor contracts management with external service providers.
Opportunities	Threats
<ul style="list-style-type: none"> • Funding for infrastructure related programs 	<ul style="list-style-type: none"> • Corruption • Under performance on service providers • Grant conditions

(2) Roads

(a) Existing level of Service

The roads are divided into three Level of Service categories:

- Urban: All roads within the urban edge
- RDP: Main access roads leading to critical public infrastructure such as schools and clinics
- Rural: Main access district road that leads to the activity node within the settlements

(b) Roads Classification

The total road network of Emalahleni LM in this table below

National Roads	0 km
Trunk Roads	66.27 km
Main Roads	97.43 km
District Roads	653.01 km
Access/minor roads	740 km

The R56 route which runs through Dordrecht and Indwe towards Elliot in an east – west direction is now a national responsibility. SANRAL has taken over the R 56 route which was trunk road between Barkley and Dordrecht, and runs through Indwe to Elliot, and end up to the KZN borders.

The main roads between Strekstroom and Dordrecht (R344), between Queenstown and Dordrecht (R392), and between Queenstown and Cacadu (R410). ..SANRAL has taken over R410 between Queenstown and Cacadu.

The Municipality has Rural Road Asset Management System (RRAMS) but is not functional owing to the limited capacity of the unit to collate data and load on the system.

(c) Existing Roads and Storm Water Network

There are 4 major roads that run into or are within the municipal boundaries. The rest of the municipal area is serviced by gravel roads that link farms and rural towns to the major routes. It is often characterised by poor storm water drainage designs which often put a lot of pressure on the visual road index and surface durability especially during rainy seasons.

[illegible]

The entire road network of paved and unpaved (gravel) roads are generally in a poor condition and thus in need of upgrading and maintenance. Access across streams and watercourses is generally poor during rainstorms and a need therefore exist for the construction of appropriate causeways and bridges.

The findings from road inspections conducted are trunk and major roads summarised in the table below:

Road	Status
R410	<p>The main road between Queenstown and Lady Frere (MR00661 which is sign posted R410) requires upgrading, The concrete section of this road a few kilometres before entering Lady Frere is very uneven due to numerous cracks in the concrete slabs and the width of the bridges are in an unacceptable condition</p> <p>The main road through Lady Frere has been widened for parking along both sides and has paved sidewalks in the centre of town. However, the section of road on the entry into town between the river bridge and the taxi rank has no paved shoulder or sidewalks and pedestrians have to walk along gravel sides of the road amongst parked cars and taxis.</p>
Lady Frere and Indwe	<p>There are two routes between Lady Frere and Indwe. The longer route is via DR08563 where 5 km is surfaced and the rest gravel road that goes past the Elitheni Coal Mine. The section of this road between Lady Frère and Coal Mine is currently in poor condition and is in the process of being regravelled, starting from Lady Frère. Part of the section of the road between Indwe and the Coal Mine has surfaced and regravelled, storm water drainage pipes have been installed at regular intervals across this road.</p> <p>The other route between Lady Frere and Indwe (DR08551) is slightly shorter than the above-mentioned route but has a tarred surface for the first 20km towards Cala before the turnoff to Indwe. From the turnoff, the first 5km is in fairly good condition for a gravel road, but the remaining section to Indwe is in poor condition, but regular maintenance is conducted</p>
R56	<p>The tarred roads which connects Indwe to Dordrecht (TR 01902 signposted R56) and extends westwards to the N6 and Molteno, and eastwards to Elliot, is in fairly good condition apart from potholes which are appearing more frequently along the route. The route has been upgraded to nation route, SANRAL has taken over road and plans to maintain the road are underway</p>
R392	<p>The tarred road which connects Dordrecht to Queenstown (MR00659 sign posted R392) is in fairly good condition, but like the R56 suffers from the regular occurrence of potholes. This road is not as wide as the R56 and does not have the structural capacity to take heavy traffic volumes like R56. If coal carrying trucks from Indwe mines are going to use this road more frequently in the future, it will deteriorate rapidly unless rehabilitation measures are applied. The department of Road and Public Works has restored the fence along the road. In R392, 15 km from Dordrecht towards Queenstown is in poor condition and requires upgrading.</p>
Lady Frere to Dordrecht	<p>This is a gravel road that links Lady Frere and Dordrecht via Tsembeyi and it is in a bad state in terms of its condition. This road is a priority of the municipality for it to be surfaced as it would link the two towns (i.e. Lady Frere and Dordrecht) and therefore will positively contribute on the economic development of both towns</p>

Road	Status

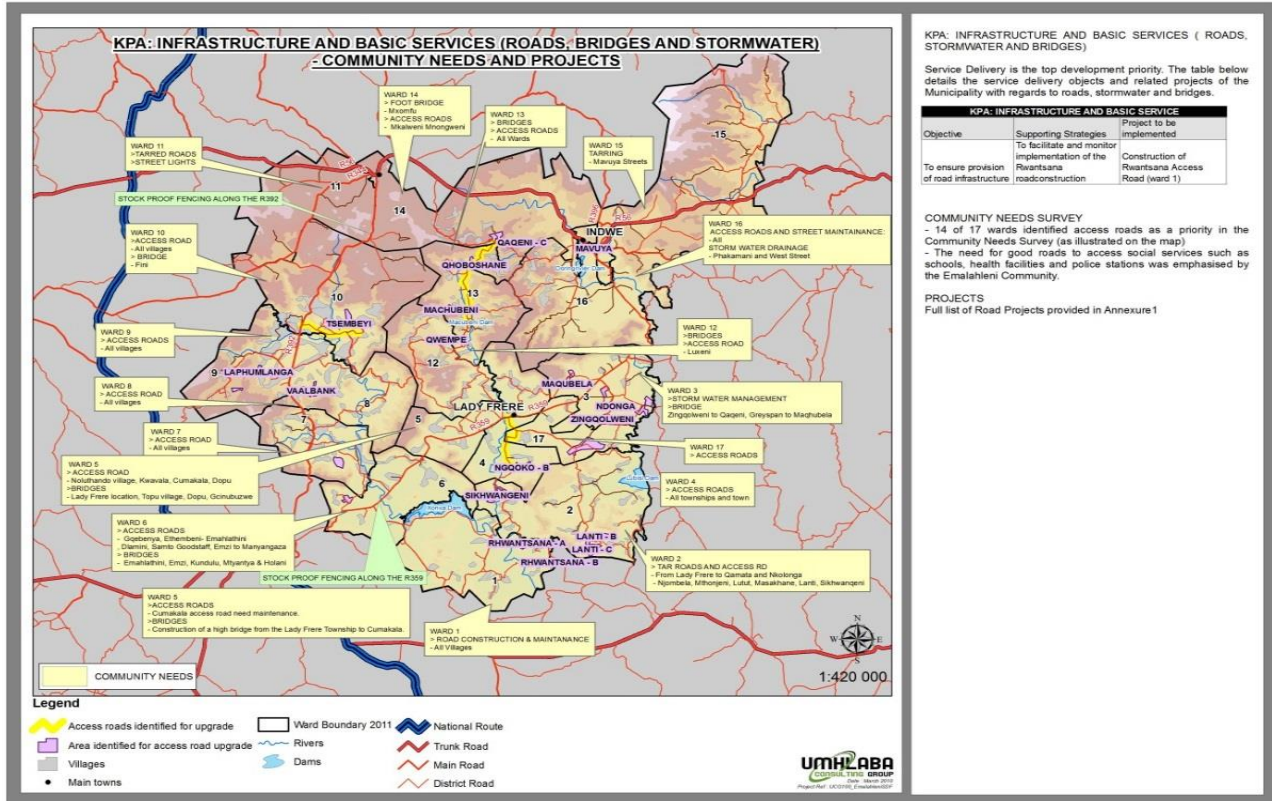
(e) Access and Internal Roads Networks

Access and Internal Roads Networks	
Urban	<p>The majority of roads in urban wards are gravel roads. Most tarred roads are in a critical state of condition as they are reaching the end of their lifespan and have deteriorated. The condition and reliability of these roads is rapidly worsening with major potholes occurring, sections not being maintained adequately, causing greater challenges at present</p> <p>Storm water management is a critical issue. The major problems are blockages of existing storm water channels and drains due to lack of channel maintenance and high levels of littering.</p> <p>The status of roads in the Lady Frere town is gradually improving. Currently a total of 2.6km of gravel roads in town have been surfaced to black top standards and a total of 10km has been upgraded to inter-locking block paving standards. The roads around Zulu Square needs upgrading as they are gravel in nature.</p>
Rural	<p>Due to our steep and uneven terrain, most of the roads do not have adequate storm water systems and that results to roads being washed away on rainy seasons because of limited funding for road construction.</p>

(f) Existing Road and Storm Water Deficiencies and Opportunities
Minor / Access roads

Sector	Strength	Weakness	Opportunity	Threat
Roads and Storm water	<p>There is basic gravel Network of roads. Main access roads are in a fair condition</p> <p>A plan and costing can quickly be prepared for the upgrades required for roads and storm water</p> <p>A plan and costing can quickly be prepared for the upgrades required for roads and storm water</p> <p>Availability of roads construction plant</p>	<p>Old infrastructure and</p> <p>None are tarred, especially the access road</p> <p>No mechanical personnel and workshop for maintaining machinery,</p> <p>No maintenance, decay of Roads, lack of adequate storm water management.</p> <p>Backlog on maintenance of access roads.</p> <p>Limited Road Construction Plant</p>	<p>Conditional grants for road construction.</p>	<p>Steep terrain</p> <p>Limited Grants,</p> <p>Backlog on maintenance of Provincial roads.</p> <p>Community unrest.</p>

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(g) Current operational and maintenance practices

The municipality is responsible for construction, maintenance and upgrading of local access roads. Trunk, Main and district roads are the responsibility of the Provincial Department of Roads and Public Works with other provincial roads being a responsibility of SANRAL. The municipality has an annual roads and storm water maintenance plan that is reviewed on annual basis. The municipality intends to draft a Roads Master plan in place to guide implementation of roads construction within the municipal area. The municipality is having a functional roads and transport forum inclusive of all affected stakeholders

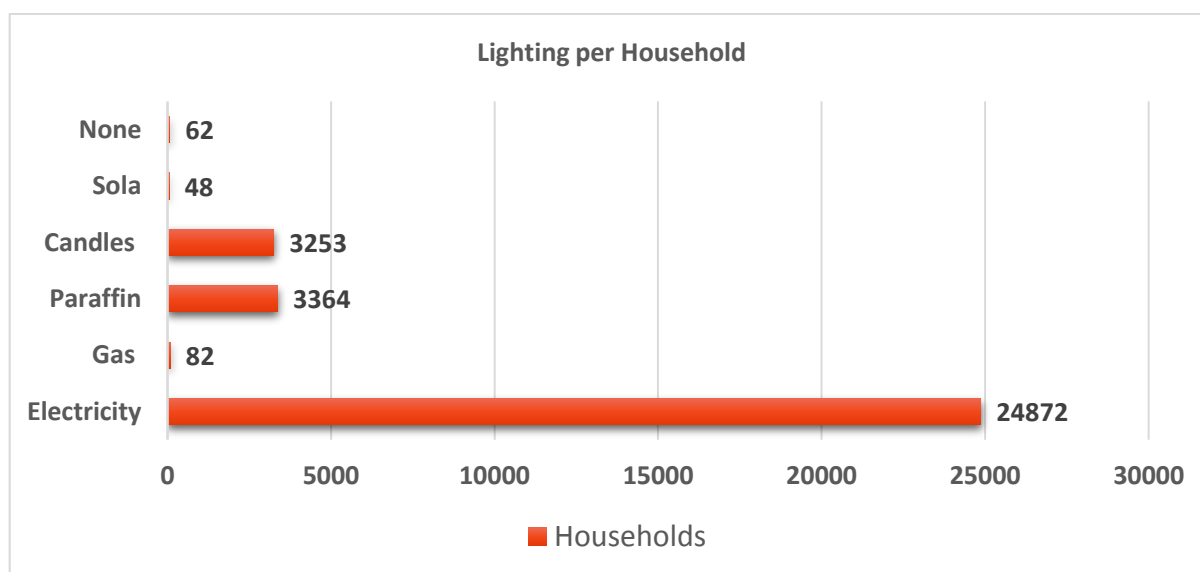
(h) Backlogs

There is a huge backlog of adequate municipal roads in all the wards relating to:

- Poor condition of roads,
- General lack of maintenance,
- Storm-water control measures.
- Lack of storm water management will result in further damages and increased costs to construct new roads, when the roads are in a critical state of condition and beyond repair.
- Traffic flow and accidents levels can also increase based on deteriorated roads which will place the responsible authority in a negative position.

(3) Energy

(a) Sources of Energy of Lighting and Cooking



There is still heavy reliance on Electricity, Paraffin and Candles as sources of energy with electricity as the most popular source of energy. There is very slow progress in terms of introducing other sources of energy that are eco – friendly like renewable energies (Solar; Wind Energy).

The municipality is pursuing plans to encourage usage of solar energy systems to suit and respond to the energy needs Solar street lights installed and commissioned in Cacadu town, Indwe (Sonwabile and Phumlani townships), Dordrecht (Harry Gwala township). The municipality has embarked on a programme on a Small Scale Emberded Generator sponsored by SALGA.

Existing electricity supply

The current electricity coverage is about 92%. Eskom is busy with extensions in Maqhashu, Lanti, Topu and Upper Ndonga, and 150 connections on Infills

(b) Existing backlogs

- Household connection backlog
- Household connection backlogs is estimate at 8%.

i) Existing challenges

- The high capital cost and therefore high cost per household connection.
- Shortage with bulk electricity supply and overloaded transformers.
- Cost to supply electricity to households isolated from the main line.
- Rocky strata terrain and scattered houses increase cost per connection.

- Single Wire Earth Return (SWER) network requires upgrade.

(4) Water Supply

1. Basic Services

Drawing on the household infrastructure data of a region is of essential value in development planning. Assessing household infrastructure involves the measurement of four indicators:

- Access to dwelling units
- Access to proper sanitation
- Access to running water
- Access to refuse removal
- Access to electricity

A household is considered "serviced" if it has access to all four of these basic services. If not, the household is considered to be part of the backlog. The way access to a given service is defined (and how to accurately measure that specific Definition over time) gives rise to some distinct problems. IHS Markit has therefore developed a unique model to capture the number of households and their level of access to the four basic services.

A household is defined as a group of persons who live together and provide themselves jointly with food and/or other essentials for living, or a single person who lives alone. The total number of households within Chris Hani District Municipality increased at an average annual rate of 1.23% from 2005 to 2015, which is higher than the annual increase of 1.86% in the number of households in South Africa.

The next few sections offer an overview of the household infrastructure of the Chris Hani District Municipality between 2015 and 2005.

1.1 Water Infrastructure Overview

With regards to water schemes and the provision of water infrastructure, the low population levels in the district make the provision of sufficient access to water and sanitation challenging. The vast distances and small catchment areas are major obstacles to the achievement of economies of scale. In terms of the current state of water treatment plants in the CHDM, the two maps below revealed that:

- CHDM currently has 14 water treatment plants across the district with at least one within each local municipality, except for Enoch Mgijima and Emalahleni which have seven and three respectively.
- The western half of the district is characterised with vast distances between towns and only a few settlements which are mostly provided with services on or above RDP level.
- The majority of the eastern sections show that they are mostly on or below RDP level.

1.2 Households by Access to Water

A household is categorised according to its main access to water, as follows: Regional/local water scheme, Borehole and spring, Water tank, Dam/pool/stagnant water, River/stream and other main access to water methods. No formal piped water includes households that obtain water via water carriers and tankers, rain water, boreholes, dams, rivers and springs.

Chris Hani District Municipality had a total number of 44 600 (or 20.43%) households with piped water inside the dwelling, a total of 33 900 (15.52%) households had piped water inside the yard and a total number of 68 100 (31.20%) households had no formal piped water.

TABLE 1. Households by type of water access - Chris Hani District Municipality, 2015 [Number]

	Piped water inside dwelling	Piped water in yard	Communal piped water: less than 200m from dwelling (At RDP-level)	Communal piped water: more than 200m from dwelling (Below RDP)	No formal piped water	Total
Inxuba Yethemba	13,600	3,930	167	2	1,930	19,700
Intsika Yethu	954	2,460	13,800	6,760	17,200	41,200
Emalahleni	1,730	5,080	10,600	3,330	11,200	31,900
Engcobo	509	1,010	8,280	4,280	23,800	37,900
Sakhisizwe	2,490	3,780	4,480	1,080	4,760	16,600
Enoch Mgijima	25,300	17,600	16,100	2,850	9,200	71,000
Total Chris Hani	44,590	33,864	53,383	18,299	68,079	218,215

Source: IHS Global Insight Regional eXplorer version 1029

The regions within Chris Hani District Municipality with the highest number of households with piped water inside the dwelling is Enoch Mgijima local municipality with 25 300 or a share of 56.67% of the households with piped water inside the dwelling within Chris Hani District Municipality. The region with the lowest number of households with piped water inside the dwelling is Engcobo local municipality with a total of 509 or a share of 1.14% of the total households with piped water inside the dwelling within Chris Hani District Municipality.

When looking at the water backlog (number of households below RDP-level) over time, it can be seen that in 2005 the number of households below the RDP-level were 97 700 within Chris Hani District Municipality, this decreased annually at 1.22% per annum to 86 400 in 2015.

1.3 Households by Type of Sanitation

Sanitation can be divided into specific types of sanitation to which a household has access. We use the following categories:

- **No toilet** - No access to any of the toilet systems explained below.
- **Bucket system** - A top structure with a seat over a bucket. The bucket is periodically removed and the contents disposed of. (Note: this system is widely used but poses health risks to the collectors. Most authorities are actively attempting to discontinue the use of these buckets in their local regions).
- **Pit toilet** - A top structure over a pit.
- **Ventilation improved pit** - A pit toilet but with a fly screen and vented by a pipe. Depending on soil conditions, the pit may be lined.
- **Flush toilet** - Waste is flushed into an enclosed tank, thus preventing the waste to flow into the surrounding environment. The tanks need to be emptied or the contents pumped elsewhere.

Chris Hani District Municipality had a total number of 68 400 flush toilets (31.34% of total households), 73 200 Ventilation Improved Pit (VIP) (33.56% of total households) and 30 000 (13.76%) of total households pit toilets.

TABLE 2. Households by type of sanitation - Inxuba Yethemba, Intsika Yethu, Emalahleni, Engcobo, Sakhisizwe and Enoch Mgijima local municipalities, 2015 [Number]

	Flush toilet	Ventilation Improved Pit (VIP)	Pit toilet	Bucket system	No toilet	Total
Inxuba Yethemba	16,400	552	728	141	1,830	19,700
Intsika Yethu	2,100	16,400	9,150	31	13,500	41,200
Emalahleni	5,010	11,400	6,250	453	8,770	31,900
Engcobo	2,020	16,800	6,290	50	12,700	37,900
Sakhisizwe	3,910	6,780	3,120	109	2,660	16,600
Enoch Mgijima	38,900	21,200	4,480	193	6,190	71,000
Total	68,387	73,237	30,025	976	45,588	218,214
Chris Hani						

Source: IHS Global Insight Regional eXplorer version 1029

The region within Chris Hani with the highest number of flush toilets is Enoch Mgijima local municipality with 38 900 or a share of 56.92% of the flush toilets within Chris Hani. The region with the lowest number of flush toilets is Engcobo local municipality with a total of 2 020 or a share of 2.96% of the total flush toilets within Chris Hani District Municipality.

When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2005 the number of Households without any hygienic toilets in Chris Hani District Municipality was 131 000, this decreased annually at a rate of 5.22% to 76 600 in 2015.

(5) Land Use Management

Land Use Management is a combination of tools and mechanisms used by a municipality to manage the way land is used and developed. Land use planning aims to coordinate all the land uses and their relationship to each other to create safe and liveable environments. Management comprises of two elements the administration of the town activities and the ability to anticipate future changes.

Emalahleni Municipality governs a land area where a variety of planning and land administration legislation applies. This situation hampers the rendering of effective land use management services by the municipality and places other obstacles in the way of facilitating and fast-tracking development, in certain instances.

The municipality currently governed by, an Act that came into effect to address spartial imbalances of the past repealing the old ordinances. In our municipality SPLUMA is not fully effect and is used along with the Transkei Townships Ordinance 33 of 34 in Lady Frere and the Land Use Planning Ordinance

15 of 1985 in Dordrecht and Indwe. The Transkei Township Ordinance is applicable in areas that formed part of the former Transkei town, situated within the commonage boundaries of the towns whilst the Land Use Planning Ordinance is applicable in areas which formed part of the former republic of South Africa. The applicable town planning scheme in Lady Frere is the Standard Transkei Town Planning Scheme and in towns of Indwe and Dordrecht it's the Town Planning Regulations applicable in terms of LUPO.

All types of economic activity require land either directly or indirectly. The rate of growth in the towns has increased which has been influenced by people migrating from rural areas to the service centres for better opportunities. Land, with its associated buildings and developments, is one of the most important assets of any town. It affects almost every other investment. In Lady Frere land parcels were sold to people on auction but no titles were passed to them which have caused problems in the community.

This has caused communities to do nothing with their land parcels as they cannot sell or invest or use as security when they borrow money from the banks to improve living conditions. Giving title deeds to communities would be effective to generate more economic activity and increase economic growth. Some land owners leave land underutilized hoping that there could be developers who will come and invest in the area which will allow them a gain. Land owned by the State which takes ages to donate to the municipality as part of the small town revitalization programme also contributes to the problems in the development of the towns.

Informal activities have challenged land use management conceptualizations, informal trade and economic activity is a major source of conflict. Un-planned development and unlawful occupation of land threatens the natural resources base of the area and represents a threat to the environmental "quality" of the area as well. Moreover, the trend towards un-managed settlement development occurring in a ribbon along the main transport routes threatens the use of the major routes for effective transportation of goods and people.

In absence of an effective land use planning and management, industrial and commercial concerns can develop in residential areas with little or no control. The absence of a land disposal policy also contributes to the informal or unlawful occupation as the municipality has no guide on how to dispose land and hence it takes longer for the community or businesses to acquire land.

Emalahleni Municipality is dominantly rural in nature which makes the people to move from the villages to the small service centres in search of better opportunities. This causes urban sprawl which leads to inadequate infrastructure, formation of slums, traffic congestion, illegal development etc. Urbanization is spurred largely by the migration of energetic and ambitious youths in search of survival, a better life and individual prosperity. The primary source of the challenge is unemployment.

The issue of human capacity and resources in small municipalities is also a challenge. Emalahleni Municipality like most municipalities has one Town Planner which results in slow processing of development applications. The Town Planning section is not fully fledged which makes the person responsible for planning to work under pressure which affects the quality and efficiency of the work. The capacity constraints have expanded the demand for private sector work which also has negative implications.

This challenge might be solved with the new planning legislation the Spatial Planning and LBy-and Use Planning Act which requires municipalities to have their own planning tribunals. SPLUMA provides a framework for spatial planning and land use management in South Africa. The municipality

has joined the district municipal planning tribunal and has appointed the Director Infrastructure Development and Human Settlement as the Authorised Official of the Municipality.

Emalahleni has a broad Spatial Development Framework which was approved in 2013 and reviewed. The Broad SDF recommended that the Municipality should develop Local SDF's for the three towns as one of the key actions to be undertaken by the municipality which has been done as the municipality is busy with Local SDF's for Dordrecht, Lady Frere and Indwe which was done as part of the Master Plan for Indwe. An SDF is a forward planning document that spatially indicates the long-term growth and development path of the municipality.

It coordinates the spatial implications of all strategic sector plans and gives physical effect to the vision, goals and objectives of the IDP. The SDF guides and informs land development and land use management. Rural nodes of Xonxa, Machubeni, Vaalbank and Ndonga were identified in the Emalahleni SDF and CHDM has taken one rural node (Xonxa) and appointed a consultant to develop an LSDF, Vaalbank LSDF has been developed by the municipality and Machubeni is being developed currently. The rural service centres are strategically located so as to be able to be extended and planned to accommodate higher level of social facilities and infrastructure.

Geographic Information System has been one of the challenges in Emalahleni Municipality but the municipality has managed to gain support from the Department of Corporate Governance and Traditional Affairs. More work and improvement is required to enhance GIS as a planning tool in the municipality as it is a vital tool for mapping and generating vital information.

The level of understanding town planning and building procedures by communities of Emalahleni has had a bad impact on how the towns grow and develop. This has made the municipality to start on a programme to educate the community through pamphlets. These pamphlets will mobilise people to support planning, explain town planning procedures and inform people of their rights. An awareness campaign was conducted in all three towns on building procedure, town planning, human settlements and electricity to capacitate communities on applicable regulations. The number of applications submitted by the public is less and they do not consult the municipality when developing their properties, attention should be drawn on this to promote good order.

Land use management in Emalahleni is well maintained though it needs improvement and remedies in the challenges discussed above. The municipality has a council approved Land Audit document which talks

to ownership, land use, zoning and valuation for the entire municipality which was developed as part of the land audit project. Town Planning in terms of development applications is administered and processed to promote good order and the municipality was able to develop zoning maps in 2011 to use with the Transkei Town Planning Scheme and Scheme regulations in terms of LUPO.

Land administration is slowly coming in as well as the municipality tries to dispose land for economic development. Informal developments are being formalised through a number of projects of subdivisions and township establishments.

(6) Vaalbank LSDF

A **Local Spatial Development Framework Report** was prepared for Vaalbank Nodal Area. In terms of Section 26 (e) of the Municipal Systems Act (Act No. 32 of 2000), a Spatial Development Framework (SDF) in respect of a Municipality's area of jurisdiction is a legally required component of a Municipality's Integrated Development Plan (IDP).



In terms of the Act, the SDF, once approved by the Municipal Council, has the status of a statutory plan that serves to guide and inform all decisions made by the Municipality with regard to spatial development and land use management in its area of jurisdiction.

Vaalbank Development Node was identified in the Emalahleni LM SDF as a Rural Node with potential for Business Development. The

Local Spatial Framework is intended to create a holistic approach for the development of Vaalbank Development Node, thereby unleashing development potential, attracting investment and removing blockages inherited from previous planning methods.

1. **Methodology Followed**

The following methodology was followed to successfully complete the Vaalbank LSDF project.

Phase 1: Pre-planning and Inception Report

Phase 2: Situation Analysis

Phase 3: SWOT Analysis.

Phase 4: Conceptual Development Strategy.

Phase 5: Spatial Plan & Development Strategies

Phase 6: Implementation Plan

2. **Public and Stakeholder Participation**

Consultation with various stakeholders and municipal officials was considered a vital aspect of the planning process. This was achieved through:

- ▶ Stakeholder and Municipal Official Meeting to present the Inception Report
- ▶ Workshop to present Situation Analysis to Stakeholders and Municipal Officials

The table below depicts the dates of the Meetings and Workshops held.

TABLE NO.1 MEETINGS AND WORKSHOPS HELD

TABLE NO.2

MEETING	DATE
Project Inception Meeting with the Client	18 March 2015
1 st Workshop	10 December 2015
2 nd Workshop	1 November 2016

3. **Key issues**

The key issues captured below derive from the Emalahleni LM IDP as well as from workshops held with the community of Wards 8, 9 and 10

Land for development is limited due to steep slopes.

There is no Solid Waste Management in the area.

Major Soil erosion making the land being undevelopable.

There is a huge backlog maintaining road infrastructure within the study area.

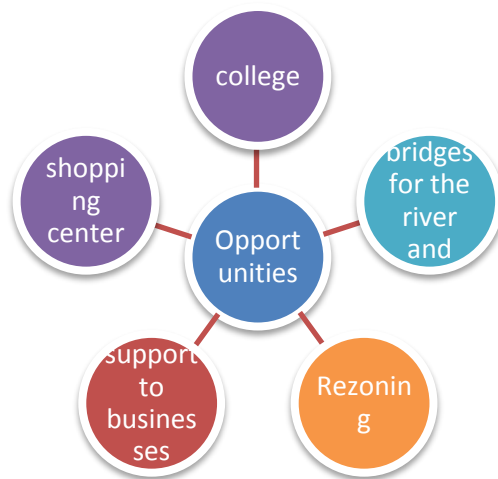
There is no formal business within the study area.

There is a lack of taxi/bus ranks and shelters.
 There are backlogs in the supply of electricity to households.
 There is a backlog in terms of flush toilets within the study area.
 There is no library situated within the study area.
 There is no Police Station within the area.
 There is a lot of drought spells within the area.
 High unemployment rate.
 Large number of young adult with drug abuse habits.
 High crime rate.

4. **Strengths Weaknesses Opportunities and Threats**

It was important to capture the Strengths Weaknesses Opportunities and Threats within the study area. The community assisted with this exercise and the following was captured during a workshop held on 10 December 2015.



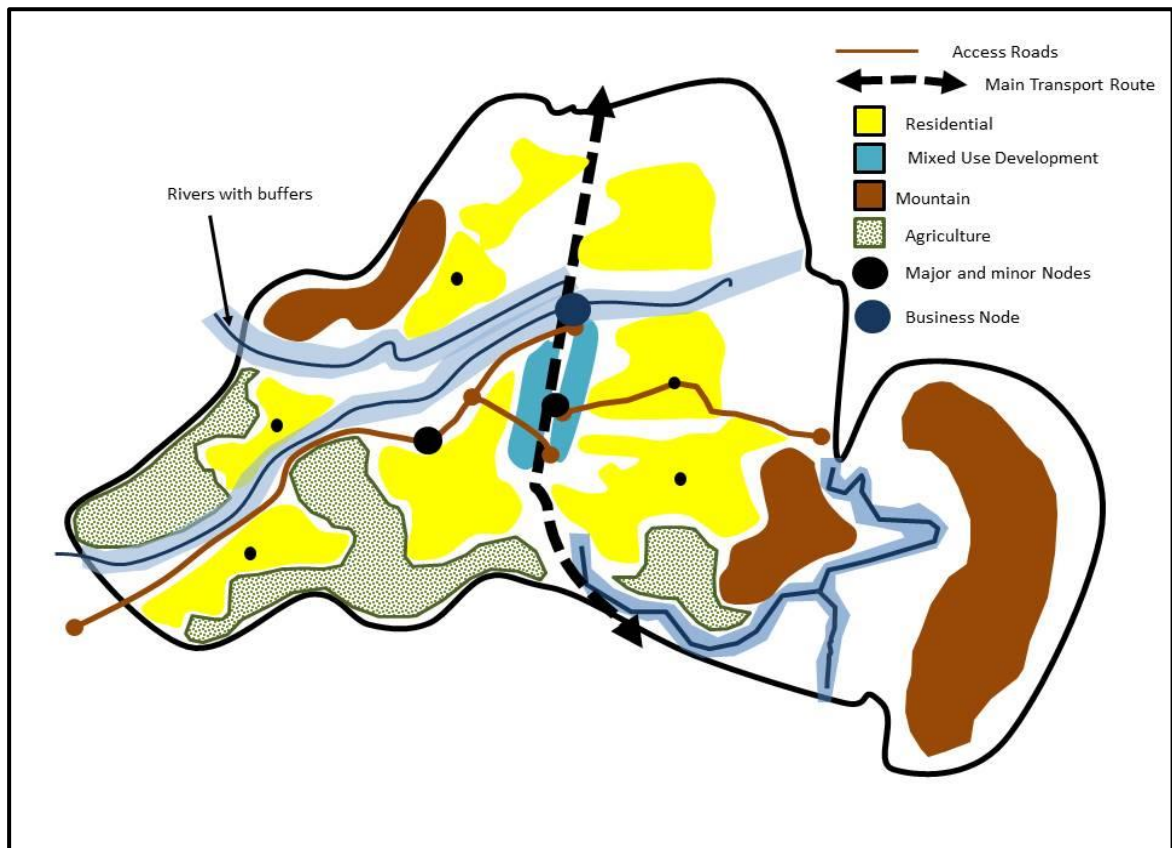




5. Vaalbank Development Node Conceptual Development Framework

The concept plan for Vaalbank Development Node considers the potential for vibrant residential settlements, mixed use, business and agriculture. This will effectively attract potential investment into the Vaalbank Areas as well improvement of infrastructure development. This will see the greater extent of the community benefitting by the creation of jobs, and exposure that will attract tourists and, therefore, an increase in the local economy. Tourism potential is proposed along the mountain range and the small waterfalls within the area. The settlements of Vaalbank Development Area seem to be growing; settlement growth has therefore been catered for with the proposed settlement edge. This allows for growth to take place in a controlled manner, and not in areas of environmentally sensitive areas, or areas of danger i.e. close to rivers, watercourses or in areas of mountainous terrain. Main intersections have also been identified as points of potential development nodes. Proposed Mixed and Business use catering for mixed development and business expansion has been proposed at the intersection and along the R392 where the Vaalbank Community Hall is located. This node is called Vaalbank Intersection Business Node. This node was created to help relieve poverty in the area, to invite investors into the area and to create employment to the communities at large.

Concept Plan



6. Vaalbank Development Node Vision

“Vaalbank, A Business Hub serving the surrounding wards bringing Business, Agriculture and Tourism Opportunities closer to the people”

7. Vaalbank Development Node: Spatial Objections and Strategies

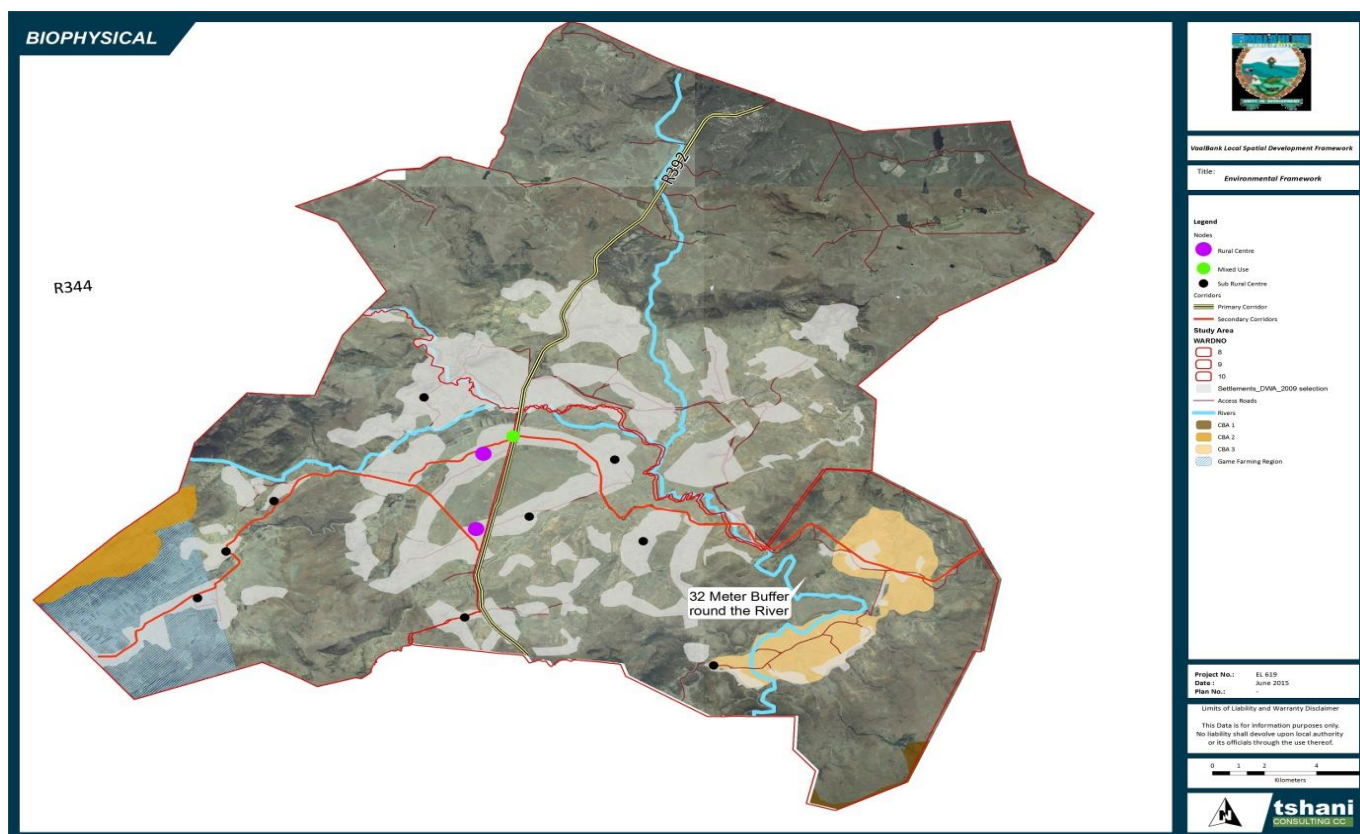
OBJECTIVES	STRATEGIES
Promote access to land for Development of Sustainable Human Settlement.	Implement land release programmes.
Improve the quality of human life through the provision of basic infrastructure services and housing.	Provide sustainable infrastructure and Integrated Sustainable Human Settlement.
Provide improved road access.	The municipality need to improve the quality and condition of the roads

8. SPATIAL FRAMEWORKS

8.1 Biophysical Framework

The environmental spatial framework is founded on the Eastern Cape Biodiversity Conservation Plan, recognising biodiversity corridors, core and buffer areas, and sub-tropical thicket corridor concept. In addition the framework should emphasise the need to safeguard natural resources, achieved food

security by preventing loss of valuable high potential agricultural land and connecting development to



the availability of sustainable water resources. Environmental considerations are an increasing aspect of any development initiative and should form an integral part of the activities proposed in terms of the Vaalbank Development Node LSDF. The following environmental proposals, therefore, have two main drivers:

- To promote environmental legal compliance and minimise environmental impacts associated with the Vaalbank Development Node LSDF proposals; and
- To promote the environmental or sustainability branding for products and activities associated with the Vaalbank Development Node LSDF proposals.

Environmental Projects

- Opportunities for “environmental projects” exist in the “Vaalbank” area and the following projects could be considered in the Vaalbank LSDF:
- Initiating erosion preventive methods to stabilise the existing erosional areas and ensuring that these areas do not expand;
- Organic or sustainable farming enterprises in and around the irrigation scheme; (Vaalbank Water Scheme)
- Rehabilitation of riverbanks;
- Renewable energy (wind, solar and biogas);
- Biofuel production;

Agriculture in Vaalbank

Agriculture requires extensive land areas dependant in the types of enterprises needed. The chosen land needs to have the necessary natural resources that will also have the ability to produce the crops for the chosen enterprises. These important resources include soils of the correct potential, availability of the necessary moisture either in the form of rain or in the form of supplementary irrigation and the correct temperature for the chosen enterprises.

The Vaalbank Development Node has all the necessary soils, temperature requirements to produce the identified crops. Of further importance in terms of land are land ownership and land rights. These are important not only in resolving land conflict issues and security of the enterprises but are important in terms of access funds to ensure the ability for long term sustainability. Land security indicates the landholder's possession or use of land that will not be interfered with. Secondly it is a confidence and duration of tenure. This has economic connotations.

Proposals for Agriculture from Emalahleni LM IDP 2014-15

The municipality need to engage with the Department of Agriculture in order to provide dedicated team of Agricultural Extension Officers who must provide proper advice to the community.

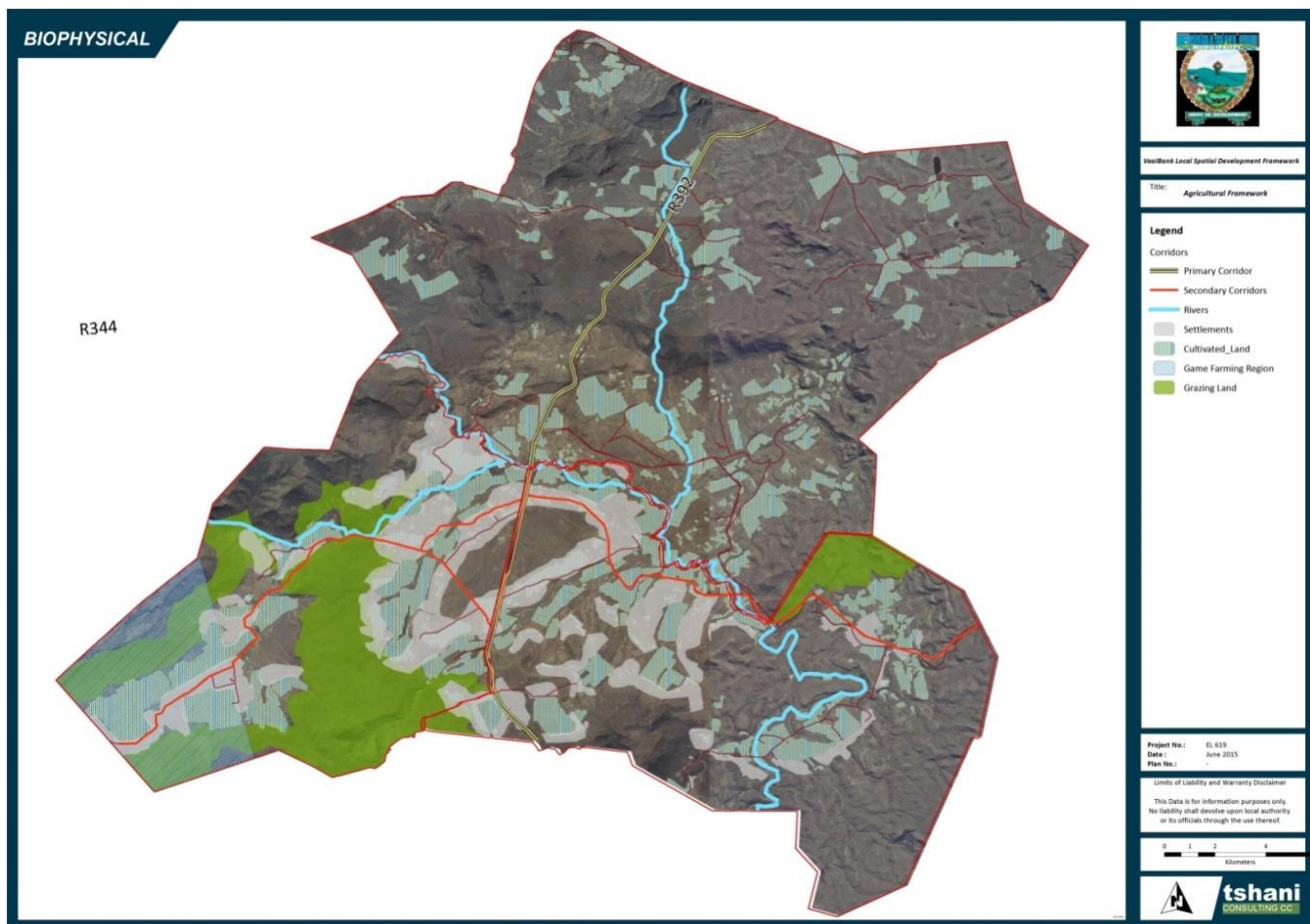
The municipality should put systems in place to provide Training, Mentoring and Institutional support to primary produces who have little or no technical training in Financial and Business Management.

A system should be in place which will assist with funding and sources funding.

The municipality together with Department of Agriculture to build appropriate Agro Processing Capacity.

Proposals for Vaalbank

- Opportunities for “agricultural projects” exist in the “Vaalbank” area and the following projects could be considered in the Vaalbank LSDF:
- Proposed fencing of ploughing fields –
- Community vegetable gardens
- Monitor and maintain the irrigation scheme –
- Sheep farming potential exist within the area.
- Maize production.



Biophysical Framework: Agriculture Plan

8.2 Socio Economic Framework

Social Facilities

This framework plan proposes that social facilities be located at strategic points of accessibility where higher order community facilities can be clustered together, in order that a greater number of residents are served in a more effective and efficient way. Ideally, future Rural Service Centres should be located in close proximity to public transport routes to ensure maximum accessibility of facilities. Clustering of new social facilities, where possible, at the identified nodes is also to be encouraged. This concept is supported due to the size of the study area, the scattered settlement formation and the insufficient social facilities.

The following strategies for social infrastructure is based on the criteria as stipulated in terms of the CSIR Human Settlements Guidelines:-

Social Facilities	Planning Threshold	Radius
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Crèche	1 for every 90/du	1 km
Primary School	1 for every 600/du	1.5 km
Secondary School	1 for every 1200/du	2.25 km
Sports field	1 for every 1400/du	2.5 km
Police Station	1 for every 4500/du	1.5 km
Community Hall	1 for every 4000/du	2.5 km
Library	1 for every 1800/du	2 km
Post Office	1 for every 2000/du	2 km
Clinic	1 for every 900/du	1.5 km

The Social Facilities within the area should be upgraded in order to cater for the increased population. Should these facilities be unable to accommodate the population, provision for new facilities should be made.

Crèches / Pre School

In terms of crèches CSIR Human Settlements Guidelines proposed a walking distances of 1.5km for crèches. There are two crèches within the Vaalbank Development Node Study Area and this document proposed that future planning within the study area should include the establishment of more Pre Schools sites.

Social Infrastructure Proposals:

- Construction of a satellite police station or visible police patrolling in Vaalbank Development Node area.
- Renovation and development of sports facilities and playgrounds to encourage youth productivity.
- Youth development programmes to assist in dealing with social issues such as unemployment, crime, HIV/AIDS and teenage pregnancy.

Cemeteries

Currently the community within the study area bury loved one inside their yard because there is no formal cemetery. Detailed studies need to be undertaken to identify appropriate sites for cemeteries within the Vaalbank Development Node study area. Such a study requires specialist expertise and would fall outside the scope of this framework plan.

Housing Proposals

Planning for future housing is an important part of a Local Spatial Development Framework. The Housing Sector Plan of Emalahleni LM makes provision for 1000 RDP houses in Zwartwater. Middle income housing can be catered for within the Vaalbank Intersection Business Node in future.

Local Economic Development

The Vaalbank Development Node is located along the R392 route from Dordrecht to Queenstown, however it is a significant node for economic activity in the region due to its location. However there

is the current lack of infrastructure services and accessibility. The area is characterised by an impoverished population and low levels of economic activity and development.

In an attempt to solve these problems, it is necessary for new projects to be implemented effectively and for support to continue in the first few years of the projects existence. It is also important to train project participants to a level where they are able to make the project sustainable and viable in the long term.

Government services such as government offices and police stations are currently lacking in the area. The inadequate provision of social services indirectly effects tourism development, infrastructure, retail development and private investment opportunities within the area.

Agriculture

The agriculture sector within the study area has good potential. It is proposed that special focus be place on agriculture development and growth. The agricultural sector needs to be prioritised as a key driver for economic growth. Agriculture makes a very small contribution to GGP due to land ownership issues, inefficient farming techniques and land degradation. There is a fair amount of subsistence farming happening in the municipality, some of which can potentially be escalated to a small-scale commercial level. There are also a number of irrigation schemes which are able to service agricultural schemes.

Key Proposals:

Underlying and systematic changes:-

- Land rights issues potential investors and business people are not comfortable with the uncertainty over land tenure in the area. These issues need to be resolved as a matter of urgency so that land can be leased or bought in the confidence that tenure or property rights will be upheld.
- Land rehabilitation programmes to prevent and improve the degradation of semi arable land.
- Consolidation and expansion of current irrigation schemes to ensure proper management and better success rate.
- Training farmers in sustainable livestock management.
- Training farmers in sustainable crop production and management.
- The establishment of an agricultural centre is an advisable venture but not initially as a large scale initiative;
- Set up as a small enterprise, service provided on a fee-paying basis (possibly with some vouchers for subsistence farmers);
- Development of a Proposed Agricultural Resource Centre.

Retail Development:-

The Vaalbank Development Node is extremely limited in terms of retail outlets. There is scope to promote local SMMEs, particularly in the retail sector, by assisting with property availability and certain

infrastructure improvements, such as creating informal trading areas, which are well demarcated and serviced. Improvements can also be made to formalized businesses by repainting store fronts.

Key Proposals:

- Construction of informal traders' zone within the Vaalbank Intersection Business Node.
- Construction of retail outlet stores, garage at the Vaalbank Intersection Business Node.

Infrastructure Development:-

The infrastructure is, for the most part, run down and is in need of upgrades. The improvements in the Vaalbank Intersection Business Node is particular important to make the hub more functional and efficient.

Proposals identified for the area include:

Key Proposals:

- Road upgrade throughout the entire study area, particularly the main and primary transport routes;
- Construction of pavements and pavement foliage;
- Grading (or tarring) of gravel access roads;
- Provision of piped water to all residential settlements;
- Better access to sanitation for all households;
- Electricity supply to all residential settlements.

a. BUILT ENVIRONMENT FRAMEWORK

Proposed Development Nodes of Importance

Nodes are generally described as areas of mixed land use development, usually having a high intensity of activities involving retail, traffic, office, industry and residential land uses. These are the places where most interaction takes place between people and organizations, enabling most efficient transactions and exchange of goods and services. Nodes are usually located at nodal interchanges to provide maximum access and usually act as catalysts for new growth and development. The analysis of trends and development opportunities establishes a clear spatial pattern for the Vaalbank Development Node study area.

The proposed nodes are captured in the table below and illustrated on the plan below to show the spatial locations of the nodes.

Type	Area	Function
Rural Nodes	<ul style="list-style-type: none"> • Lower Vaalbank 	<ul style="list-style-type: none"> • A proposed Rural Service Node according to the CSIR threshold should allow a travel distance of 5km/1hour travel by foot to access its public facilities. • Areas where medium order community facilities can be bundled in order to ensure that a greater number of rural

		<p>residents are served in a more efficient and effective way.</p> <ul style="list-style-type: none"> • Ideally, these and future rural service centers are located in close proximity to public transport routes to ensure maximum accessibility to facilities • Local planning to maximize use of resources • Local land use schemes to be negotiated
Business Node	Vaalbank Intersection Business Node	<ul style="list-style-type: none"> • Proposed Business Hub • Local land use Schemes to be negotiated.
Mixed Development Node	<ul style="list-style-type: none"> • Mngungu • Qwugqwarhu • Bhogo-A • Mgqukhwebe-A • Gcina-G • Swartwater • Dum-Dum • Sidwadweni 	<ul style="list-style-type: none"> • A proposed Mixed Development Node according to the CSIR threshold should allow a travel distance of 5km/1hour travel by foot to access its public facilities.

Business Node

The proposed proposals for Vaalbank Intersection Business Node are the following:

Existing Business to expand;

Proposed Mixed Uses

Proposed Park and Open Space Development,

Upgrade of internal road

Establishment of new internal roads



PLAN: VAALBANK INTERSECTION BUSINESS NODE

Proposed Development Corridors of Importance

The notion of development corridors, both as structuring elements to guide spatial planning, as well as special development areas with specific types of development potential, has been well established internationally.

Typically, **development corridors** have been **identified as roads** or other **transport routes along which existing and/or potential land developments** at a **higher than average intensity (can) occur**.

The term “Transport corridors” be adopted in future because it places emphasis on the transportation activity, which is critical for economic clusters to grow in both urban and rural environments

Within the Vaalbank Development Node, there is one **“transport corridor”**, namely, the **R392** from Queenstown to Dordrecht which is proposed as the main Transport Corridor in the Conceptual Framework.

development corridors		
TYPE	MAP CODES	LOCATION
Existing Transport Route	Brown	Existing Transport Route the R392
Secondary Street	Pink	Main roads along the main access routes in the study area.



Infrastructure Proposals

The areas of greatest need are defined as those areas with the lowest income per capita income levels and worst-off settlement areas. These areas require priority basic needs intervention and strategic proposals to improve the level of well-being of communities in these areas. These proposals need to include poverty alleviation programs and basic infrastructure investment.

Infrastructure Development:-

The infrastructure is, for the most part, run down and is in need of upgrades. Improvement in the Proposed Business Node is of particular importance in making the node more functional and efficient. There is a lack of both social and economic infrastructure and high backlog issues for the development nodes. Proposals identified for the area include:

Key Proposals:

Road upgrade throughout the entire study area, particularly the main and primary transport routes

Construction of pavements and pavement foliage;

Grading (or tarring) of gravel access roads;

Provision of piped water to all residential settlements;

Better access to sanitation for all households;

Electricity supply to all residential settlements.

Provision of storm water services within wards 8, 9 and 10.

Green Infrastructure Technology

Green Infrastructure is an economical strong approach to use nature and climate change to benefit people. The main components of this approach include storm water management, climate adaptation, less heat stress, more biodiversity, food production, better air quality, sustainable energy production, clean water and healthy soils, as well as the more anthropocentric functions such as increased quality of life through recreation and providing shade and shelter in and around towns and cities. Green infrastructure also serves to provide an ecological framework for social, economic and environmental health of the surroundings.

Rainwater harvesting – installing gutters and plastic tanks to catch rainwater from roof tops that could be used for potable water.



Stormwater harvesting – stormwater could be diverted to a collection point which could be used to water gardens and farmlands. In addition planting trees in the steep areas would intercept rainfall and thus reduce soil erosion.

Solid waste recycling – certain items of solid waste can be collected to recycling and could potentially be sold thereby creating employment for residents.



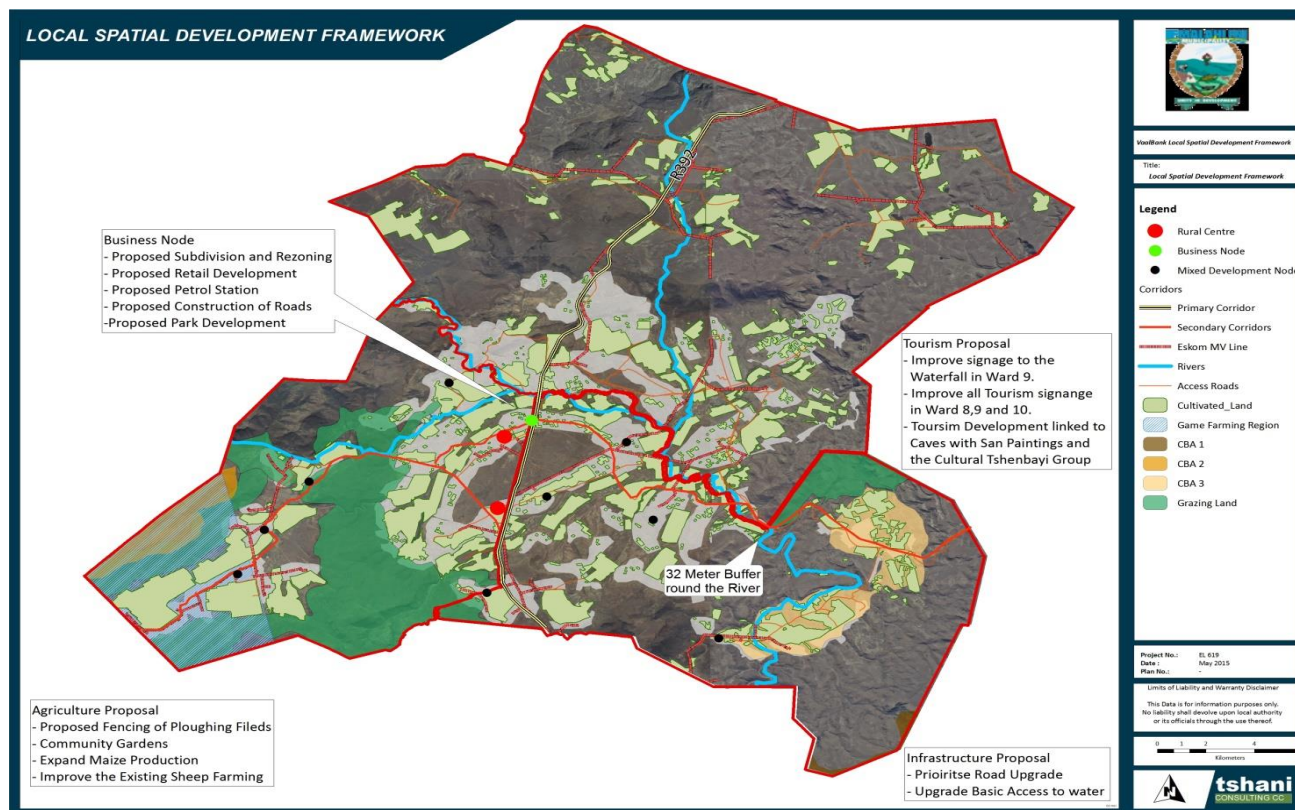
Greywater reuse - Greywater is gently used water from bathroom sinks, showers, tubs, and washing machines. It is not water that has come into contact with faces. Greywater could be collected to water gardens and farms.

Solar panels could be used for electricity as they are less intrusive on the residents & can be locally installed at each house where the resident can take ownership.



VAALBANK DEVELOPMENT NODE IMPLEMENTATION PLAN

The Implementation Plan below gives a view of possible projects, the division responsible for the project the possible funder and a possible budget that can be tied to the project.



Name of Project	Possible Funder	Budget
It is proposed that the municipality prepare a Rural Settlement Development Plan for the municipal area.	DLG&TA/ELM/CHDM	R500 000.00
Precinct Plan Vaalbank Intersection Business Nodes	CHDM/ELM	R400 000.00
Road upgrade throughout the entire study area, particularly the main and primary transport routes;	DOT/ELM/CHDM	R10 million
Grading (or tarring) of gravel access roads;	DOT/ELM/CHDM	R2 million
Provision of piped water to all residential settlements;	CHDM/ELM	R30 million
Better access to sanitation for all households;	CHDM/ELM	R5million
Electricity supply to all residential settlements.	Eskom/CHDM/ELM	ESKOM
Proposed fencing of ploughing fields	ELM/DOA	R300 000.00
Community vegetable gardens	ELM/CHDM	R100 000.00
Feasibility to improve sheep farming and maize production within the area.	ELM/CHDM	R200 000.00
Feasibility study: Renewable energy (wind, solar and biogas);	ELM/CHDM	R250 000.00
Construction of a satellite police station or visible police patrolling	SAPS/CHDM/ELM	R400 000.00
Renovation and development of sports facilities and playgrounds to encourage youth productivity	ELM/CHDM	R200 000.00

Human Settlements

Emalahleni Municipality is not an accredited housing provider but merely facilitate housing provision through the provision of administrative support. However, there are middle income projects that may be hindered by possible land claims.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none">• Support from external stakeholders• Established housing unit	<ul style="list-style-type: none">• Limited budget for operational issues and Land Administration• Capacity Building
Opportunities	Threats
<ul style="list-style-type: none">• CHDM support• Department of Human Settlement Support (both National and Provincial)	<ul style="list-style-type: none">• Land Invasion• Transfer of land to the owners.• Land claims

(a) Building Control

The Building Control Unit is responsible for the circulation and approval of building plans, in terms of the National Building Regulations and Standards Act (Act 103 of 1977) which under review, for any building work to be executed on a site, i.e. the construction of new dwellings and other buildings, extensions and alterations to dwellings and other buildings, the erection of boundary walls and advertising signs, to promote the terrain and environment of the communities residing within the municipal boundaries by regulating the appearance and condition of buildings and premises.

The municipality has structured bylaws to prevent building of illegal structures built without approved building plans and to prevent the municipality from having neglected unsightly building or premises.

The level of understanding building procedures by the community in the municipal area has a bad impact on how the towns grow and develop. People are building illegally and not complying with National Building Regulations & Standard Act 103 of 1977 as amended. Land owners just build according to their wants without consulting the municipality.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none">• Adequate capacity• Adequate access to resources• Regulations and By-Laws• Tariffs are implemented	<ul style="list-style-type: none">• Limited training• Encroachment• Limited enforcement of Policies and By-Laws• Budget
Opportunities	Threats
<ul style="list-style-type: none">• National Building Regulations	<ul style="list-style-type: none">• Illegal constructions• Encroachment•

2. Waste Management

The municipality is responsible for waste management service which encompasses street cleansing, collection, transportation, disposal of solid waste and management of landfill sites. Integrated Waste Management Plan was developed and adopted by Council on the 27 October 2016. The Department of Economic Development, Environment and Tourism endorsed the IWMP on the 16 June 2017 and is currently awaiting further endorsement from the Department of Cooperative Governance and Traditional Affairs

The Council approved and DEDEAT endorsed IWMP is aiming at optimizing waste management by maximizing efficiency, and minimizing associated environmental impacts and financial costs. It makes projections on future requirements, set objectives, identified system components. Alternative methods/approaches for meeting legal requirements were as well identified. Lack of funds for projects and operations of the section necessitate that the Waste Management Section continuously source funds and resources externally.

The unit for waste management is staffed with the Manager Waste and environment, Senior Superintendent Waste and Environment, three supervisors for waste management, TLB operator, and street cleansing personnel. The Waste Management Officer will be designated by the Mayor in 2019 and a designation letter will be submitted to DEDEAT and DEA.

(a) Landfill Site Management (See attached IWMP)

Emalahleni LM has two registered transfer stations, which are at 85% complete in terms to construction. The Municipality has obtained a closure permit for the Old Lady Frere site and Dordrecht Site. The Department of Economic Development and Environmental Affairs and Tourism Affairs and Tourism allocated an amount of R1.6 Million in 2014/2015 financial year to ensure compliance of the sites to the Norms and Standards and an additional R3 million will be allocated in the 2018/2019 financial. Fencing of Lady Frere Landfill site to restrict uncontrolled access was done and construction of the guard house has been completed.

The construction of a new landfill site was delayed and the license expired. The municipality will restart the process and prioritize public participation before authorization

Indwe has a registered transfer station and a portion of the site was declared an illegal dumping area that needs to be rehabilitated. The municipality is in the process of acquiring funds for the closure and rehabilitation license. The Municipality has also obtained a permit to construct and operate a Regional Landfill Site in Lady Frere which has since not yielded positive results. This development also entails the construction of Transfer Station at Indwe, Dordrecht and Lady Frere. There is dedicated staff for Landfill Site Management through the EPWP initiatives implemented by the municipality. The municipality takes advantage of the available Roads and Storm water plant and the new procured TLB for the management of landfill sites. Volume of waste are recorded daily and registered to SAWIS to comply with minimum requirements of NEMWA.

(b) Refuse Collection

The Municipality is currently collecting refuse in all urban and township areas at least once per week and plans are in place to extend the refuse removal service to Cacadu extension. The CBD and major

retailers are serviced more frequently with some businesses being serviced on a daily basis even though they are not charged accordingly; plans are in process to align the billing with the services rendered. Business plans have been developed to solicit funds to acquire two refuse compactor trucks. A combination of tractor trailer system for refuse collection is currently utilized by the municipality.

Refuse removal for Household

	2008	2009	2010	2011
Unspecified / other	52	49	47	1303
Removed by local authority at least once a week	3 026	3 085	3 144	2 637
Removed by local authority less often	217	211	206	165
Communal refuse dump	562	587	612	528
Own refuse dump	13 363	13 518	13 674	20 165
No rubbish disposal	-	-	-	6883

Refuse collection per urban household

LADY FRERE	INDWE	DORDRECHT
Main Town (170)	Main Town (714)	Main Town (350)
Bhongolwethu (700)	Manyano (344)	Tyoksville (1985)
Lady Frere Location (592)	Mavuya (759)	Isinakho (1045)
Pilot (Mqeshi)(15)	Mzamomhle (502)	Munniksville (292)
	Sonwabile (193)	
	Phumlani (331)	
<ul style="list-style-type: none"> Total Number of Households: 7999 Total Number of Households receiving Recollection Services 7999 Total Households of Emalahleni Local Municipality: 31 681 		
<i>Weekly refuse removal services are at 8.5% according to Statistic South Africa 2011 Census report.</i>		

(c) Waste Minimization

The municipality conducts awareness campaigns on a quarterly basis as well as clean up campaigns on a weekly basis. There are recycling initiatives in place where the municipality facilitates and offers support to formal and informal recyclers within the municipal area. A partnership has been forged with PETCO recycling company where they offer training to recyclers and have donated recycling equipment. An additional partnership has been formed with local recycling companies to conduct recycling initiatives in the two existing transfer stations.

A pilot study has been conducted on waste separation at source in the Indwe area to determine the recycling potential of the area.

(c) Street Cleaning

The Municipality provides street cleansing services on a daily basis, especially the CBD and busy streets with businesses and transportation of waste to designated disposal areas. The Waste Management Section is currently doing litter picking but has identified the need to physically sweep the streets due to dirt and silt built up caused by soil erosion and dust settling.

(d) Clearing of Illegal Dumping Sites

The Municipality has noted the growing number of Illegal Dumping areas within the residential areas and more so in the townships and are more prevalent at Indwe and Lady Frere. Drop-off centers have been constructed in three units to eradicate Illegal Dumping areas and also educate the communities on Waste, Health and Environmental Management. These have been grossly reduced with the implementation of Clean-up campaigns and community participation through EPWP and Community Works Program.

(e) Waste Management Legislation

The Municipality has a Council approved and DEDEAT endorsed IWMP which needs to be endorsed by CoGTA and is aligned with the new developments of the area and growth of waste generation within Emalahleni Municipality. The Municipality has developed and gazetted Waste Management By-Law to give effect to enforcement of the legislation and polluter pays principles. Institutional re-arrangements to enforce implementation of the by-laws are underway

There is a gazetted waste management by-law in place that complies with the NEMWA No. 59 of 2008, and is enforced to address the issue of illegal dumping and littering as prescribed within NEMWA (Act No. 59 of 2008)?

(f) Current Projects

i. Project Hlasela

The Project was funded by Department of Environmental Affairs and is being implemented by Cokisa Consulting. There were 34 Beneficiaries in the project and they were distributed in all three towns. Its objectives were to skill youth on Waste Management, Create work opportunities and provide infrastructural support to Municipalities. The Cokisa contract lapsed in in October 2016 and the municipality through the Council, took a resolution to appoint the beneficiaries on a fixed term contract of one year as an EPWP initiative. The beneficiaries were absorbed under Project Hlasela which was funded the ELM. Project beneficiaries conduct education and awareness programmes within the municipality to compliment the currently existing waste management services provided by the municipality

Thuma Mina Green Deeds

The project is funded by the Department of Environmental Affairs and focuses on waste Management, Education and awareness and Eradication of illegal dumping sites. 23 project participants have been appointed from the local youth.

(g) **SWOT Analysis for Waste Management as a functional area**

The municipality has identified the following areas and the Integrated Waste Management Plan addresses all challenges identified (See attached sector plan)

Strengths	Weaknesses
<ul style="list-style-type: none"> • Council approved IWMP • Council approved refuse collection schedule • Council approved by law • Funding for development of new landfill site in Lady Frere and two transfer station in Dordrecht and Indwe • Dedicated personnel for waste management • District and Provincial Award for Greenest Municipality Competition 	<ul style="list-style-type: none"> • Insufficient budget for equipment • Inadequate plant and equipment to ensure compliance of landfill sites. • Inadequate and over reliance on temporary workers • Landfill sites that are not rehabilitated.
Opportunities	Threats
<ul style="list-style-type: none"> • Donor Funding • Support from CHDM, DEDEAT & DEA • Community participation 	<ul style="list-style-type: none"> • Litigation for sites that are not permitted • Illegal dumping • Insufficient revenue generated

3. **Environmental Management**

The Municipality has a dedicated official for Environmental Management and related functions. An integrated environmental management framework has been developed and approved by Council. Awareness Campaigns are conducted for waste management and environmental preservation. National Green days are celebrated on an annual basis. Chris Hani DM adopted a District focused Environmental Management Plan which was reviewed to ensure relevance to its material conditions. Emalahleni Local Municipality has conducted land care project (eradication of Lapesi invasive species) through DEDEAT funding coordinated by Chris Hani District Municipality in 4 wards (Ward2, 5, 7 and 12). The municipality partakes in projects that requires Environmental Impact Assessments as an affected party.

The municipality was approved for 2 projects under DEA EPIP funding cycle for 2018/2022.

An internal analysis on the strengths, weaknesses, opportunities and threats on environmental management was done and the below table presents the findings:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Availability of Spatial Development Framework • Greening and land care initiatives • Availability of Environmental Management Framework • DEA EPIP funding 	Limited availability of environmental personnel within the organization to deal with or address environmental issue
Opportunities	Threats

Support from SALGA on Environmental Management Programs. CHDM integrated Environmental Management Plan Support from CHDM, DEA and DEDEAT Tourism Environment and Climate Change Forum which is inclusive of all stakeholders including business and potential funders	Climate Change impacts and air quality Land degradation Alien Invasive Species
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1. Environmental Management Framework

The Constitution and other legislations places an obligation on local government to provide services in an environmentally sustainable manner. Local Government has a duty to protect the 'environmental rights' of its citizens. The Constitution further contains two critical objects relating specifically to local government in achieving sustainable development which are:

- To ensure the provision of services in a sustainable manner
- To promote a safe and healthy environment

In response to this, the municipality has developed an Environmental Management Framework phase one which is a study of the biophysical and socio-cultural systems of geographically defined areas to reveal where specific activities may best be practiced and to offer performance standards for maintaining appropriate use of such land and environment. The plan is emphatic in its desired state on the following:

Freshwater ecosystem, water quality, air quality, agriculture, heritage, biodiversity? Ecology, geology, landscaping/ characteristics and genus/Loci, resource economics, town planning. Land Degradation and its rehabilitation are also discussed in length providing the status quo and the desired state.

A logical spatially demarcated area is defined by an EMF some being sensitive, requiring specific management intervention to ensure its future environmental integrity gets allocated through the process, some being assets or identified as heritage and historical importance Management Guidelines are proposed looking at specific provisions applied in the management of each individual attribute or activity associated with the respective Management Zones.

The municipality is staffed with one practitioner, staff for maintenance of parks and open spaces. Chris Hani District Municipality (Environmental Health Practitioners), DEA and DEDEAT (environmental officers) have assigned officials to collaborate with the municipality on all environmental matters within their ambit.

Environmental Management Project Implemented

- Land Care Projects
- Research studies with Tertiary Institutions
- Community Works Program looking at construction of gabions to prevent rock falls, manage storm water, building of causeways.
- Tree planting and management

- Participation in National Arbor City Awards

No capital projects due for implementation requiring Environmental Impact Assessments and if available from other sector departments the Environmental Management Framework will serve as reference tool.

4. **Climate Change and Air Quality Management**

The specialist air quality study indicated that residential energy use (biofuel and electricity), motor vehicle emissions, vehicle entrainment on dirt road, hospitals, solid waste burning, vegetation burning (veld fires) and road construction (including their quarries/borrow pits) and trans-boundary pollutants as major sources of air pollution in the municipality. However, the overall air quality within the study area is still considered to be in good quality amidst random peaks. It is recommended that the municipality regulate and manage the air quality as there are no dedicated resources to monitor different activities that affect the air quality within. The agreement necessary to manage and monitor air quality within the

Chris Hani DM has a Climate Change Response Strategy and Air Quality Monitoring bylaws that are waiting for promulgated are also considered by Emalahleni LM. The DM is the Licensing Authority for Air Emissions Licenses. The Air Quality Act makes it incumbent on local municipalities to monitor ambient air quality within its area of jurisdiction. It is accepted that a permanent air quality officer is required to regularly monitor air pollution and analyse the data in areas with heavy industrial emissions due to high industrial development.

However, Emalahleni LM almost has no extensive industrial economy that emits or degrade air quality. This situation does not warrant the appointment of a permanent air quality officer therefore the municipality is looking at more sustainable solution like partnering with the CHDM and DEDEAT to monitor the air quality. Emalahleni is part of the Chris Hani District Climate Change and Environmental Management Forum and is also participating in the SALGA Forums for Environmental Management and Climate Change Strategy Forums

The municipality has implemented two capital projects (Dordrecht and Lady Frere Parks) related to management of open spaces. Entrance beautification and parks development programs. One project in Indwe has been completed in 2017/2018.

Waste Management By- Laws were developed and promulgated in 2014/2015 financial year The process of designating peace offers and development of tariffs and fine list is underway.

5. **Trade effluent Policy**

The Municipal area has no extensive industrial areas that emit effluents which would require a by-law or a policy. The Water Act, NEMA, SANS 241, Health Act and the Constitution will be utilized for penalizing emitters if such occurs in the absence of the policy

6. **Public Safety**

Public Safety consists of Disaster Management, Traffic Services

7. The Municipality has established a Community Safety Forum which is a structure to coordinate crime prevention activities of all government and non-government organisations that are involved in crime prevention which may cover several policies. It sits on a quarterly basis. As such this platform it provides means for sharing information on areas of attention and successes.

8. Disaster Management

(a) Institutional Capacity

Emalahleni Local Municipality has two disaster management field workers for the provision of disaster management and fire-fighting coordinators in the organizational structure which are not yet filled. 6 fire fighters have been employed on a temporary basis. Chris Hani District Municipality had seconded ELM with two personnel (Disaster Management Practitioner and Disaster management Field Worker). The municipality ensures quarterly sittings of Disaster Management Advisory Forums with all relevant stakeholders. There are six (6) fire-fighting volunteers for the entire municipality. There is a budget provision for Disaster management operations.

(b) Risk Assessment

The municipality conducted an intensive risk assessment per ward to input in the disaster management plan. Further risk assessment will be conducted owing to risks that continue to manifest themselves. The CHDM also conducted a Scientific Risk Assessment on Disaster Management and have profiled all the wards of ELM.

(c) Risk Reduction & Prevention

The winter fire season starts in March and includes all fire breaks and landowner awareness campaigns are being conducted.

(d) Response & Awareness

Emalahleni Local Municipality conducts a minimum of four awareness campaigns in schools, residential developments and businesses per month with the support of the District Municipality staff and relevant stakeholders.

International Day for Disaster Reduction (IDDR) programme is being implemented on a yearly basis in identified communities affected by disasters. Standard Operating procedures for disaster responses have been developed and will be workshopped to Cllrs and Ward Committees.

(e) Training & Awareness

Chris Hani District Municipality assists in fire and rescue services training and officials continue to attend courses and traffic law enforcement unit assists in vehicle accidents, hazmat dangers. Engagements to solicit support for basic fire-fighting training with Department of Water Affairs and Working on Fire have been conducted.

(f) Funding Arrangements

Funding mechanism is through the municipal operating expenditure

The municipality is not immune to emergencies and disasters and annually suffers the impact of various human-induced and natural hazards that have the potential to kill, injure, destroy and disrupt. The municipality is committed to ensure the safety and the sustainability of its communities, economy and environment and therefore intends to effectively manage disaster risk within the municipality in close collaboration with all relevant stakeholders.

The municipality has developed a disaster management plan for the municipal area in line with the requirements of the Municipal Systems Act and that of Disaster Management Act, 2002 (Act 57 of

2002). In developing the plan the following processes were followed, hazard identification analysis, risk profiling assessments and risk prioritization which then leads to interventions.

The Disaster Management Plan has since been adopted and approved by Council and submitted to CoGTA Eastern Cape and it is yet to be gazetted. The plan is inclusive of fire tariffs has been developed aligned to Spatial Development and Environmental Management Frameworks. CHDM has provided Disaster Management & Fire Fighting by Laws for further discussion, consultation and adoption. Responsibilities of all stakeholders on the management of fires, spillages and other related functions have been spelt out.

A site has been identified for future development of a fire station. The Municipality received a donation of a fire engine from the Mantashe Foundation which has added to one skid unit.

Assessment performed revealed that ELM is an area already under stress due to the combined effects of poverty, large socioeconomic disparities and high disease burdens among significant portions of the population. Any disaster occurring in these already strained circumstances is bound to have an impact beyond what would normally be expected due to the vulnerability of the communities involved.

The municipality is at the forefront of dealing with disasters and their negative consequences, and it remains vital to include policies and regulations in their IDPs for reducing vulnerabilities and increasing opportunities of adaptation. The objective is the integration of disaster risk concerns into the municipal budget in order to ensure that levels of public expenditure on risk reduction are sufficient and that there are adequate financial arrangements to manage the residual risk. This DRA is required to establish the case for proactive and a comprehensive disaster risk management and to establish an enabling environment for disaster risk management.

Awareness-raising in the local community of the municipality is required to secure a solid appreciation and understanding of the relevance of disaster risk reduction and to secure its mainstreaming into development and greater accountability for disaster-related losses. Risk prioritization has since been performed

In response to the Disaster Risk Assessment performed the Disaster Management Plan was then developed with the following priorities

(g) Addressing the priority risks:

Risk Reduction Plans, Disaster Preparedness Plans (Preparedness, Response & Relief) and disaster Recovery Measures (Rehabilitation & Reconstruction) have been identified and will be presented in length under the strategies

SWOT Analysis

Strengths	Weaknesses
Well-coordinated structures with farmers and the community at large Advisory forums are attended quarterly as well as technical task team meetings Approved Disaster management plan Approved business plan for Disaster management centre	Lack of equipment (fire beaters and hydrants, fire vehicles) Problems with water supply interventions Capacity to deal with totally destroyed houses and provision of temporal shelters Lack of training for fire fighters

Opportunities	Threats
CHDM support Working on Fire Department of Water Affairs DAFF Affiliation to Emalahleni Fire Protection Association	Rockfall Heavy Rains, floods and snow Strong Winds Fire Hazmat (hazardous materials) danger Drought

9. Traffic Services

The municipality established a unit designated to deal with matters relating to traffic control, general community safety and security services. This far the institutional arrangements has a Chief Traffic Officer and two traffic officers appointed with the organogram making a provision of a manager public safety, traffic wardens etc. Additional personnel in this regard (Examiner, ENatis Supervisor and Clerk) was appointed during 2015/2016 financial year. See reviewed organogram in Chapter 5 for ease of reference

Furthermore, a Driving License and Testing Centre in Lady Frere is operational since 2016. Construction of Vehicle Testing Station is underway. Roads and Transport forum has been established with all relevant parties and it deals with roads maintenance and road safety. Community Safety related Forum have since been established with the assistance of Department of Safety and Liaison, SAPS, Department of Transport and Justice. There is also no facility for impounded vehicles that are unroadworthy in terms of Section 44 of National Road Traffic Act, 1996 (Act 93 of 1996). Aforesaid departments had assisted in implementation of crime prevention awareness campaigns and quarterly forum meetings are held on annual basis.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Functional DLTC • 3 registering aauthorities • Personnel • Revenue generation 	<ul style="list-style-type: none"> • Limited personnel • Tools of trade • Power supply • Connectivity
Opportunities	Threats
<ul style="list-style-type: none"> • Revenue generation • Reduction in road accidents • 	<ul style="list-style-type: none"> • Fraud and corruption • Poor connectivity • Safety of personnel

10. Cemeteries

The Municipality has three (3) cemeteries; there is one in operation in Indwe, one in Dordrecht and one in Lady Frere. Each Cemetery has an existing cemetery Register. Dordrecht currently offers sale of site and grave digging services. Indwe and Lady Frere are only offering sale of site. Cemetery layout plan has been developed for Lady Frere and has been submitted to Council for adoption, layout plan for Indwe cemetery is currently being developed.

Fencing for Lady Frere cemetery was done. There are future plans to substitute the Cemetery Register with a Cemetery Management Software which will also encompass grave digging for Indwe and Lady Frere.

CEMETERIES

Cemetery	Condition	Description	Place
Cacadu Cemetery	Fenced but not complete No parking space designated on the cemetery yard (41%-60 %)	Fencing to be completed end June 2019. Register in place	Cacadu
Register in place Sinakho Cemetery	Fenced	Fence is complete, and register is in place	Dordrecht
Dordrecht Monument	Cemetery fenced and closed	Fencing is complete, and cemetery register in place	Dordrecht
Munnikville cemetery	Fencing is complete	Fencing is complete, register in place.	Dordrecht
Indwe Cemetery	Fencing not complete	Fencing is partially complete and register in place. Cemetery closed because of shortage of space.	Indwe
Indwe new centre	Cemetery Layout Plan done for the new Cemetery	Not fenced yet	Indwe

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> Cemetery registers in place in 3 units Designated personnel for tracking and allocation of gravesites – Indwe and Dordrecht Units Availability of Land in Lady Frere Booking system is in place to three units Good practice of cemetery management is implemented in Dordrecht Layout plan in Dordrecht and Lady Frere is available Availability of land in Indwe Unit 	<ul style="list-style-type: none"> Uncontrolled access in Lady Frere No dedicated personnel booking and location of gravesites in Lady Frere Non-availability of records for previous years Non-availability of cemetery map and layout plans
Opportunities	Threats
<ul style="list-style-type: none"> Revenue and job opportunities 	<ul style="list-style-type: none"> Land invasion Theft Vandalism

11. Libraries

Emalahleni Local Municipality performs Library services on an agency purposes through a Service Level Agreement with the Department of Sports, Recreation, Arts and Culture which is followed by a subsidy partially subsidizing the services. For three consecutive years the municipality through the DORA has been funded an amount of R902 000 which is not sufficient for its operations. Library committees were formed, inducted on their roles and responsibilities and library forum meetings are held. There are friends of Library which are doing tremendous job for all the libraries. DSRAC had appointed Library Assistants through EPWP program which assist with library services.

Libraries currently available at Emalahleni can be presented as follows:

Area / Town	Library
Lady Frere	1. Bengu Modular Library 2. Mhlanga Library (temporary closed) 3. Tsembeyi Modular Library 4. WyCliff Mlungisi Tsotsi Library
Indwe	1. Indwe Public Library
Dordrecht	1. Dordrecht Public Library
	2.

12. Parks, Recreation and Sport facilities

The Municipality has three Parks at Indwe, Lady Frere and Dordrecht. Lady Frere Park was constructed with assistance of Department of Public Works Funding of R 3.5 Million and Dordrecht Park was constructed with MIG funding of R1.37 Million. Indwe Park has been constructed Funds are being solicited for open space management and parks development. The municipality has three Sport Stadiums located in three towns. The Stadium in Lady Frere is currently undergoing upgrading.

Strengths	Weaknesses
<ul style="list-style-type: none"> Availability of land for parks developed (Lady Frere, Indwe and Dordrecht) Availability of facilities management and maintenance plan 	<ul style="list-style-type: none"> Lack of guarding of assets Illegal dumping site
Opportunities	Threats
<ul style="list-style-type: none"> Funding from different institutions 	<ul style="list-style-type: none"> Vandalism Stray animals Criminal activities

13. Public facilities

i. Community Halls -

Emalahleni Municipality has 22 Community Halls, 1 Community Hall requires rebuild and 1 completely destroyed.

(See the following table)

Community Hall	Ward	Condition
1. Mike Huna Community Hall	11	Good
2. Town Hall (Dordrecht)	14	Good
3. Munniksville Community Hall	11	Fair
4. Harry Gwala Community Hall	11	Under renovations

5. Youth Centre	14	Fair
6. Dora Vosloo Community Hall	16	Good
7. New Community Hall	15	Fair
8. Mavuya Community Hall	15	Destroyed by natural disasters
9. Cacadu Community Hall	4	Good
10. Matyantya Community Hall	6	Good
11. Rwantana Community Hall	1	Good
12. Qoqodala Community Hall	7	Good
13. Vaalbank Community Hall	8	Good
14. Zwaartwater Community Hall	9	Fair
15. Tsembeyi Community Hall	10	Fair
16. Ngqanda Community Hall	12	Good
17. Boomplass Community Hall	13	Fair
18. Maqhashu Community Hall	17	Fair
19. Greyspan Multi-Purpose Hall	3	Good
20. Mtsheko Community Hall	5	Fair
21. Bengu Community Hall	2	Fair
22. Resort hall		Rebuild required

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> Registers in place in all 3 units. Booking system is in place to three units 	<ul style="list-style-type: none"> Lack of monitoring systems Lack of security systems Quality of halls constructed
Opportunities	Threats
<ul style="list-style-type: none"> Revenue Job opportunities 	<ul style="list-style-type: none"> Vandalism Theft Adverse weather conditions

Maintenance

The municipality has a maintenance that is currently implemented. A facilities maintenance plan involves more than just regular light bulb replacement. A maintenance plan covers a building routine maintenance, as well as long term care of certain equipment and systems inside of a facility. Maintenance team constantly fixing any small problems that arise and helping to avoid larger problems in the future.

Commonages and Pounds

There is one animal pound in Dordrecht and one holding facility at Indwe. A site for Cacadu holding facility has been approved by Council in 2018/2019 and is under development. Stray Animal Control measures are in place in all three towns with assistance of Rangers and Traffic Officers.

Taxi Ranks and Bus Terminals/Shelters

Cacadu taxi rank is under renovation. The Taxi Ranks are not used effectively by the Taxi Operators and Commuters. There is no staff dedicated to management of Taxi Ranks. Management and maintenance of the taxi rank in Cacadu will be the responsibility of taxi owners when the facility is handed over to taxi owners

Public Toilets

There are Public Toilets in the Taxi Rank at Zulu Square in Lady Frere. There is no staff that is dedicated to management and maintenance of Public Toilets.

14. Early Childhood Development Centres

Emalahleni local Municipality is discharged in providing support to Early Childhood Development centres in the radius Emalahleni Municipality. This support is aimed at promoting a healthy and safe environment for the children especially in the ECDCs in previously disadvantaged communities. The support to be provided for this centre is in the form of renovations, provision of equipment for the day care centres. Emalahleni municipality has a total number of 115 ECDC, 78 ECDC are funded by the Department of Social Development and 37 ECDC are unfunded. Emalahleni municipality has constructed 10 ECDC, 64 ECDC constructed by community members, 38 is renting or operating at community members households and 3 ECDC are no longer operating. Indwe unit has a total number of 18 ECDC, Dordrecht unit has a total number of 8 ECDC and Lady Frere unit has total number of 89 ECDC. There are ECDC forum meetings that are conducted with support of Department of Social Development and CHDM Municipal Health Services. The municipality with Department of Social Development and CHDM managed to assess 115 ECDC. The following were following challenges were found during the assessments

- Renovations of ECDC in form of painting/plastering of interior and exterior walls, fixing linkage roof, fixing broken windows and door handles
- Plastering of floor
- Fencing of ECDC
- Construction of structure for ECDC
- Extension of the structure
- Electrification of ECDC
- Erecting of ceiling for ECDC
- Construction of ablution facility for ECDC
- Erecting of Jojo tanks for ECDC
- Construction of Lupapasi ECDC in 2018/2019 F/Y
- Construction of kwaPercy ECDC in 2017/2018

15. Municipal Health Services

The regulations defining the scope of profession of Environmental Health outlines functions of Environmental Health Practitioners as the nine Municipal Health Functions. In terms of the National Health Act, (Act 61 of 20013) Municipal Health Services are defined to include the following environmental health functions, which are provided by the District and Metropolitan Municipalities:-

- (i) Water quality monitoring
- (ii) Food control

- (iii) Waste management
- (iv) Health surveillance of premises
- (v) Surveillance and prevention of communicable diseases, excluding immunization
- (vi) Vector control
- (vii) Food control
- (viii) Disposal of the dead; and
- (ix) Chemical safety

Environmental Health Practitioners (EHPs) operate their duties in the local municipalities assisting with environmental health duties. This is conducted to prevent any adverse effect to health of community members. There are three (3) EHPs, 1 assistant and 1 Senior EHP working in three units of the municipality and are enforcing by-laws related to environmental health.

HIV/AIDS

Emalahleni Local Municipality has a HIV/AIDS unit with Coordinator responsible for HIV/AIDS strategies both in the community and the workplace. It also has the following programs:-

Emalahleni Local Aids Council: The Emalahleni Local Aids Council structure is in place, functional and Chaired by the Honourable Mayor who then delegated the coordination of the programme to the Community Services. The ward Aids structures has been established in all wards of Emalahleni.

the municipality has developed an implementation plan which was approved by Council in 2018/2019. The plan is aligned with the national adopted HIV/TB and STI's strategy 2017/2022 . The following are the goals:

- Accelerate prevention in order to reduce new HIV and TB infections and new STI's
- Reduce illnesses and death by providing treatment, care and adherence support for all
- Reach all key and vulnerable population with comprehensive customised and targeted interventions
- Address social and structural drivers of HIV and TB infection and STI's
- Ground response to HIV, TB and STI's in human rights principles and approaches
- Promote leadership at all levels and shared accountability for a sustainable response to HIV, TB and STI's
- Mobilize resource to support the achievement of NSP goals and ensure sustainable response
- Strengthen strategic information to drive progress towards achievement of NSP goals

The municipality has a functional initiation forum and functional traditional surgeons committee. Ward AIDS Councils have established from 11 wards of the municipality which are still to be capacitated.

Local Drugs Action Committee (LDAC): The Emalahleni Local Drugs Action Committee (LDAC) has been established and the committee has been appointed by the Honourable Mayor. The committee is composed of 29 members from the deferent stakeholders with the guidance of Subsection (3) of Local Drugs Act of the Constitution that says a Municipality must take a leading role to lead the Local Drugs Action Committee (LDAC). The Local Drugs Action Committee (LDAC) is chaired by the Municipality the office of the honourable Mayor.

So far it's only few Departments that are submitted their Substance Abuse Activity Plan.

SWOT Analysis

Strength	Weakness
<ul style="list-style-type: none"> • Functional Local Aids Council structure • Functional Local AIDS Council Technical Task Team • Enough Volunteers • Functional initiation forum and functional traditional surgeons committee • Awareness campaigns conducted 	<ul style="list-style-type: none"> • Increased number treatment defaulters • Lack of parental support for initiates • Lack of identification of land for initiation schools
Opportunities	Treats
<ul style="list-style-type: none"> • Working close with communities • Encouraging the culture of volunteerism • Job opportunities 	<ul style="list-style-type: none"> • New infections • Alcohol abuse • Lack of parental support for initiates and traditional nurses leading fatalities

2.4.2 Local Economic Development

(1)Background

In line with the requirements of Sections 152 (1) (c) and 153 of the Constitution of the Republic of South Africa, 1996; municipalities have a constitutional obligation to promote social and economic development within the municipal area. The Council has structured its Council committees according to local government key performance areas which as well consist of local economic development. A directorate for economic development, tourism and agriculture was established and is responsible for execution of economic development plans.

In 2010, the municipality developed and approved a 5 year local economic development strategy to provide a strategic guidance on issues of economic development, and as well align district, provincial and national economic development plans. The 2015/2016 financial year is last year of the implementation plan in the current LED Strategy. The strategy warrants a review and/or development of a new strategy which will talk to the 2016/2021 financial years, and is under review.

The municipality has a fully-fledged directorate which is responsible for the implementation of the LED programmes and projects. The main focus areas of the directorate are agricultural development, mining, tourism, SMME's (small medium micro enterprise) development, heritage management and agro-processing. The municipality has a functional LED Forum for purposes of consultation and engagement with LED stakeholders on LED matters.

The LED Forum has two categories; the government [Department of Economic Development, Environmental Affairs and Tourism (DEDEAT), Chris Hani District Municipality (CHDM), Department of Rural Development and Agrarian Reform (DRDAR), Department of Rural Development and Land Reform (DRDLR), Chris Hani Development Agency (CHDA), Chris Hani Cooperative Development Centre (CHCDC), Eastern Cape Rural Development Agency (ECRDA), Eastern Cape Development Corporation (ECDC), Eastern Cape Parks and Tourism Agency (ECPTA), Department of Trade and Industry (DTI), Department of Social Development (DSD)] and communal business entities (brick-makers, agricultural primary cooperatives and secondary cooperative, caterers, crafters, contractors, hawkers and B&B owners. The forum meetings are held on a quarterly basis.

The economy of the municipality is made of the following sectors:

(2)Agriculture

Agriculture is made up of two primary production components which are as follows:

Livestock and Wool Production	<p>Scientific research conducted by the Agricultural Research Council (ARC) in 2005, has revealed that the municipal area has got sweet veldts, that on its own is showing that this area is rich in livestock production despite climatic conditions, as the area is dry in nature. According to the department of Agriculture, in the 2015 season the municipal area had at the least 270 000 to 300 000 sheep per year, 75 000 to 100 000 goats and 36 000 to 40 000 cattle. This excludes commercial farmers, as they are not serviced by the department of Agriculture. (To receive latest Statistics)</p> <p>The municipality is in a process to improve the cattle breed in the municipal area by introducing Nguni bulls which are an African breed that is resilient to prevailing climatic conditions. Up to this far 11 wards have received Nguni bulls as part of genetic improvement program. The municipality is adding value on livestock production by putting in place necessary infrastructure in a form of dipping tanks for health purposes and stock pen sales for marketing purposes. It further puts in place measures to reduce stock theft in the area by introducing livestock branding programme. The Act which is regulating Livestock Branding is Livestock Branding Act No 6 of 2002.</p> <p>The municipality has the following infrastructure:</p> <ul style="list-style-type: none"> • Animal health infrastructure: Emalahleni has more that 100 dipping tanks Most of these structures were constructed in the 1980's and are in a bad condition which requires renovations. Since 2000, the DRDAR has been supplying the communal farmers with free dipping medication to prevent external parasites in livestock. • Stock auction infrastructure: the municipality has 11 stock pens which are still in good condition which is utilized for stock auction in the communal space of the municipal area. • Wool Production infrastructure: the municipality has 74 shearing sheds for wool production; 40% of them are in a bad condition and 60%are in a good condition. The municipality has a huge backlog in shearing sheds and its suitable equipment. For the municipality to reach its maximum potential on wool production, a minimum of 100 shearing sheds is still required. <p>Battering system has been introduced to improve the wool production quality in the case of sheep. The challenge that is facing battering system is that some communal farmers are not cooperating to the requirements of the system.</p>
Crop Production	<p>Scientific research conducted by the Agricultural Research Council (ARC) in 2005, revealed that due to the prevailing climatic conditions in the municipal area is now suitable for Sorghum Production and all value addition efforts must go towards that direction. The municipality has set a target to plough more than 1 000 hectares from 2014 that is incremental to 35 000 hectares in 2020. The Act which is regulating this is Agricultural Development Act No 52 of 1960. Rural Agro-Industries and Financial Initiative (RAFI) is an Argentinian programme that seeks to improve growth communal enterprises e.g. subsistence farmers and</p>

	<p>small holders. Series of meetings were conducted in Emalahleni municipality for RAFI awareness with Councillors, Traditional leaders and farmers on the ground.</p> <p>The municipality is battling with fencing as the fence is easily damaged and stolen. Currently, fencing is provided by DRDAR and DRLAR the departments provides awareness programmes to educate communities on how fencing is erected</p> <p>The municipality has a programme of reviving small scale irrigation schemes with the intention to produce crop throughout the year.</p>
Agro-Processing	The municipality has facilitated the establishment of a milling plant owned by Ibuyambo secondary cooperative which is made up of six primary cooperatives. Its objective is to add value to grain produce for purposes of marketing.

(3)Mining

i) Coal Mine

The Municipality has got coal reserve on its northeast part (Indwe, Guba A/A, Machubeni A/A and Mhlanga A/A) which is covering more than 10 000 hectares. The mining of this coal mineral is anticipated to have the life span of more than 30 years. The discovery of coal mineral took place 100 years ago at Strekstroom and Guba hoek. In the case of Emalahleni Local Municipality, the mining operation was taking place in Guba Hoek area but due to the quality of the coal which is low when it is compared with the coal mineral in Mpumalanga Province, the Emalahleni coal mine was abandoned.

2006, an attempt was made by Elitheni coal mine, a company which is based in Port Elizabeth; to reopen the mine. After all the required processes were followed, mining permit and mining license were granted by the Department of Mineral Resource to Elitheni Coal Mine. The mine operated in 2012, for a period of one and a half years and had to close down operations due to technical and financial capacity to date. The municipality and Gumamhla Community Trust are continuously engaging relevant national government ministries to assist the municipality lobby for other investors to operate the mine

ii) Sand Mining

Small-scale excavation mining is occurring near local rivers with ad hoc mining of sand for building and brick making purposes by individuals and/or operators without permit. The lack of regulation of this activity poses an environmental threat. There is a great need for the Municipality, with the assistance of DEDEAT and DME, to develop a functional by-law to regulate and manage this activity to protect the environment from damage.

There are a few companies that have obtained a mining permit based on an agreement with the affected communities.

iii) Quarrying

Indwe Quarries (IQ) known as Blue Grain Quarry is a start-up mining enterprise with aspirations of being a leading producer and supplier of building and construction aggregates within the Chris Hani, Alfred Nzo and Joe Gqabi Districts. The enterprise is venturing into the mining industry specifically to produce aggregates for both the construction and the building industries. IQ's primary focus is on supplying standard concrete stone products, crusher sand, specialised road stone and base course products, non-standard rock and crush products. In addition, IQ is investigating other products such

as sand (building, river and plaster sand), ready-mix concrete, sabhunga, as well as bricks and blocks. With the business and quarry operations accessible enroute the R63 road between Indwe and Dordrecht; the location is therefore within close proximity to various government infrastructural developments in the former Transkei. There is a relatively high rate of property developments in the region which also provides an increasing rate of building material demand.

With the help of ECDC, Indwe Quarries conducted a feasibility study which showed favourable results and developed a business and implementation plan for the enterprise. Other notable milestones include obtaining a mining permit, water use licence and environmental management plan. The enterprise currently employs five staff members sourced from the local community and intends to increase this to twenty once it secures finance for capital and infrastructure requirements for operating a commercial quarry. The bed and breakfast enterprises are also indirect beneficiaries to this initiative, as mining has created high demand of accommodation. The enterprise is made of nine boards of directors, with whites (three members) and blacks (six members) represented in the IQ management, but there is currently no female representation

iv) Small Micro and Medium Enterprise Development

Broad Based Black Economic Empowerment (BBBEE) Act, 2013 (Act 46 of 2013), means the viable economic empowerment of all black people in particular women, workers, youth, people with disabilities and people living in the rural areas, through diverse but integrated socio-economic strategies that include, but are not limited to:

- Increase the number of black people that manage, own and control enterprises and productive assets
- Facilitating ownership and management of the enterprises and productive assets by communities, workers, cooperatives and other collective enterprises
- Human resource and skills development
- Achieving equitable representation in all occupational categories and levels in the work force
- Preferential procurement from enterprises that are owned and managed by black people and;
- Investment in enterprises that are owned or managed by black people

In responding to that Act the municipality identifies black owned Enterprises which are as follows: Taxi Operators within the municipality are the affiliates of Uncedo Taxi Association. In terms of infrastructure only Lady Frere unit that has got functional taxi rank Indwe and Dordrecht units are still outstanding. The taxi association is on the municipality database and their services are being utilised by the municipality and other government departments

- Street traders: mostly dominated by black people they are affiliates of Hawkers Association. In terms of the infrastructure some of them have been provided with hawker stalls in all three towns.
- Service providers (caterers and contractors), they are affiliates of Local Business Forum, they are in the municipality's database and their services are utilised. The municipality facilitates and provides the support through capacity building programmes.
- Formal retailers- In the municipality most of retail space used to be occupied by the black people, but more than 95% to date have been leased out to foreign nationals and few big retailers like Spar, Kwik Save, Boxer, Cash Build, Build-It, furniture shops are occupied by White People. The challenge at hand is lack of capacity, creativity and innovation. Above all is non-cooperation among themselves as local black retailers to minimise operational costs.

An identified SMME receives support financially for the period of three years consecutively. This is to ensure the SMME is left in a good state for its sustainability. The municipality continues to support

SMME even after completing financial cycle and the support provided is administratively. The aim of this kind of support is to oversight the operations, identify challenges and assist in mitigating those challenges with the aid of LED stakeholders.

The municipality also assisted Emalahleni Informal traders with application on Informal and Micro Enterprise Development Programme by Dept. Small Business Development. They were funded with production inputs valued at R10 000 per recipient.

v) Clay Brick Making

The municipality is in a process of exploring potential growth out of those small scale mining activities through supporting brick makers from Indwe and Dordrecht to supply their bricks as a material in housing projects. There are efforts that need to be concerted in order to play a meaningful economic role is sand mining. The Act which is regulating mining is Mining and Petroleum Development Act No 3 of 2002.

The municipality provided business support in the form of production inputs and infrastructure to clay brick producers. The municipality is providing administrative support to clay brick making operatives namely business management, financial management, cooperative governance. Makana Bricks PTY Ltd was engaged and provided technical training to improve quality and standard of clay bricks they are producing.

(4) Tourism

The municipality is a mountainous area with waterfalls and rocks which are known as Glen Grey Waterfalls that are situated in Bhozwana Village.

Indwe has a Doring Dam which has a potential of water sport. Along the dam, there is a self-catering facility called Indwe Resort with 12 chalets and a dilapidated conference facility. The municipality is in the process of engaging an external provider to manage the facility and solicit funding for the improvement of the conference facility.

In Dordrecht area there are mountains that have hiking trails and also accommodation facility which is called Kloof conservancy and it is along Hossep dam that has broken due to natural disasters. Currently the accommodation facility is dilapidated. The conservancy had three self-catering chalets each with two bedrooms.

In Lady Frere area, before Indwe River to Sakhisizwe municipality, the municipality has a cultural village known as Abathembu Calabash; that is offering accommodation to tourists and a conference facility. Along R396, 5kms before Nonesi neck to Lukhanji Municipality, there is Queen Nonesi cultural village that is still under construction, which will offer accommodation and a conference facility.

The municipality has facilitated an establishment of Local Tourism Organisation (LTO) which is composed of three community based organisations (Lady Frere, Indwe and Dordrecht) for the purpose of interaction and consultation on tourism initiatives. There are 180 beds in the municipal area which are in the B & B's and cultural villages. The municipality provides capacity building Tourism establishment owners on grading. The Act which is regulating this is Tourism Act No 3 of 2014.

The scope for the development of the Local tourism sector within the Municipal area is vast but is hampered by the level of infrastructure development.

The areas that have been identified with potential for tourism development include but are not limited to:

- Aqua sport linked to existing Dams (Xonxa & Lubisi)
- Cultural tourism linked to the Liberation and Heritage Route
- Craft produce
- Rock art promotion and beneficiation
- Museum – Dordrecht

There are areas where Bushmen paintings exist which have the potential to be developed into tourist attractions. The municipal area has cultural groups that are performing locally, nationally and internationally, selling authentic culture of Emalahleni. The cultural groups are located at Ngqoko, Mackay's neck, Tsembeyi and Dordrecht.

The municipality has an arts and craft center that has been established for purposes of manufacturing and marketing of bead work and Xhosa traditional attire to local and national tourists. The center is located along Indwe Road in Cacadu town.

(5) Heritage

Qonda Hoho and Luvuyo Lerumo are the political heroes that were buried at Qoqodala Village and monuments were built on their graves. The main objective is to restore the contribution played by these freedom fighters in the late 1980s. Emalahleni has got Queen Nonesi Cultural village which is named after the Abathembu Queen and is also situated on the feet of Nonesi's Pass. There is also Abathembu Cultural Calabash at Hala No 2 under Chief Ngangomhlaba Matanzima Trust. The main objective of this is to restore the culture of Abathembu as their heritage. The Act which is regulating this is National Heritage Act No 25 of 1999.

(a) Heritage Resources

A list of heritage resources within the municipality is as follows:

Site Name	Significance	Conservation Status	Management
Macubeni Coal Mine near Indwe	Washed out old coal mine showing early mining methods	Mine temporarily not operating	Department of Mineral Resources
Dams: Machubeni, Xonxa and Lubisi	Water Resources for Emalahleni, Ntsika Yethu and Lukhanji municipality residents	An aqua culture site being established	Department of Water and Sanitation
Fallen Heroes	Luvuyo Lurome 1960 to 1986 Qonda Hoho 1956 to 1988 Queens Nonesi Tsotsi	Monuments have been built	Emalahleni LM
Glen Grey Falls near Lady Frere	A beautiful natural site	Water sample for feasibility study harvested in the area	Emalahleni LM

Site Name	Significance	Conservation Status	Management
The Kloof near Dordrecht	Natural site with some unique flora	Degraded due to plundering for firewood	Emalahleni LM
Cacadu River at Lady Frere	Links most Ward	No planned projects for the current financial year	Emalahleni LM
Churches in Lady Frere	Two examples of 19 th Century Churches	Well looked after	Church
Anderson Museum at Dordrecht	Oldest museum	The museum is operating	Privately owned by Anderson trust
Victorian Buildings at Dordrecht	Architectural example	Building properly maintained	Municipality / Private
Burgher Statue at Dordrecht		The statue is still in existence	Privately managed
San Rock Art at Dordrecht	Ancient art	Well kept	Private
Methodist Church at Dordrecht	Architectural example	Properly maintained	Church
Abathembu Calabash and	To restore Abathembu tradition	Well looked after	Nkosi Ngangomhlaba development trust
Doring river Dam at Indwe	Leisure area	Could be better utilized	Department of Water and Sanitation
Emalahleni Arts and Craft Centre	Arts and Heritage	Operational	Emalahleni LM and Crafters.

(b) Source: Chris Hani State of Environment Report

(6) Liberation Route

Emalahleni is part of the Ndondo route which lies between Queenstown via R396 to Elliot and has the following cites, amongst others that form part of the history contributing to liberation in the area:

- Graves of Qonda Hoho and Luvuyo Lerumo
- Maqhashu Village
- Queen Nonesi
- Wycliffe Tsotsi Law Offices

a) Graves of Qonda Hoho and Luvuyo Lerumo

The student militancy generated by the Soweto uprising of 1976 led many students of Inkwanca High School in Queenstown to leave South Africa for military training. These included many rural youth

who went to Inkwanca to complete their high school education. Two such were Qonda Hoho (1956-1988) and Luvuyo Lerumo (1960-1986) of Qoqondala who left at the different times in the 1980s. Qonda trained as a teacher before leaving to join MK. Luvuyo escaped to Lesotho, and trained in Zambia, Angola and East Germany.

They infiltrated South Africa on mission so secret that even their families did not know of their whereabouts. Luvuyo died in a firelight between Fort Jackson and Breidbach. Qonda was betrayed by an informer and shot in Queenstown. Their burials were conducted in the presence of Hippo vehicles and strong security presence, allowing the attendance of only their family members.

b) Maqhashu Village

The Old district of Glen Grey, commonly known as Lady Frere, was part of the old Cape Colony, from which it became part of Ciskei. But in the 1970s, the apartheid authorities were concerned to persuade Chief KD Matanzima to take homeland independence for Transkei. As an inducement, he was offered the district of Glen Grey and Herschel. The people of Glen Grey voted against Transkei in a referendum but their wishes were ignored and they came under Matanzima's iron rule.

Opposition to Matanzima became linked to opposition to 'the Trust' also known as 'betterment' or 'rehabilitation'. The Trust forced people to abandon their traditional lifestyle and move into 'closer settlements', similar to urban township. People of Maqashu refused, and on a day in 1979, their homes were bulldozed and torched in broad daylight. Transkei army was everywhere rounding up their stock. Four residents- died in this forced removal, some beaten, others seemingly dying of shock. Thousands of Glen Grey residents left their homes and settled at Zweledinga in Lukhanji which was not then subject to Bantustan independence.

c) Queen Nonesi

Queen Nonesi, the daughter of King Faku of amaMpondo, was the Great Wife of King Ngubengcuka of abaThembu. Ngubengcuka died quite suddenly in 1830, leaving Queen Nonesi without any child but she took Mtirara, Ngubengcuka's son by another wife, into her house and raised him as the future King of Thembuland. Queen Nonesi and Mtirara settled at Rhodana about 1841, a move which put the abaThembu Great House on the frontline of defence against the colonial invaders. After the War of Mlanjeni (1850-3), all back residents of present day Lukhanji were expelled into present day Emalahleni, and came under Nonesi's protection.

Colonial land-hunger raised its head again in 1864 when the Colonial authorities tried to persuade the residents of Emalahleni to move to present day Intsika Yethu to free up land for white farms. Four chiefs moved, but Nonesi remained adamant. She was forcibly deported to her brother's place at Nyandeni where she died in about 1880. But by that time, she had saved the land of Emalahleni for black people.

d) Wycliffe Tsotsi Law Offices

WM Tsotsi (1914-2005) was President of the All Africa Convention from 1948 to 1958 (later known as the New Unity Movement) as well as a founder of the Cape African Teachers Association (CATA), but he is best remembered as a gifted lawyer and organiser of people at grassroots level, earning the jocular title of 'Chief of the Thembus'.

Trained as a teacher, he was the first principal of Freemantle High School but he left teaching in 1948 to do his legal articles in Port Elizabeth. His legal expertise was legendary, and distinguished by his shrewd use of procedural rules to win seemingly hopeless cases. From early on he became conscious that his chances of winning cases in a legal system where the magistrate and the prosecutor were both white, were limited. He relied on provoking the racist establishment into blunders, then winning his cases on appeal.

Tsotsi's offices were built according to his own design on land which he owned, an unusual situation in Lady Frere, at the time solely owned by white residents. His right to own land was indeed challenged, but Tsotsi was able to point to neighbouring plot used by a local white trader to accommodate his hunting dogs. Does this mean, Tsotsi asked, that dogs have more right in Lady Frere than black people? He won that case too.

Tsotsi's was often harassed by the police but they could not make any charge stick until 1960 he received reliable information that he was about to be arrested. He fled into exile, and eventually established a successful legal practise in Maseru where he died at the ripe age of 91.

Job creation

Expanded Public Works Programme (EPWP)

Emalahleni municipality participates in the EPWP program from 2015/2016 financial year. In implementing the projects, inhouse staff team and local labour. The EPWP financial allocations are used to pay labourers, buy material (paving blocks, Kerbs, Cement, Dust Crush stone etc) and tools. For mass earthworks the municipality is using its own machinery. EPWP guidelines are currently implemented while the main purpose is job creation with Emalahleni.

Community Works Program (CWP)

The Department of Corporate Governance and Traditional Affairs (COGTA) has allocated 1100 additional work opportunities to South African Youth Movement (SAYM) as the implementing agent to start with useful work for Emalahleni Municipality for the Community Works Program (CWP) for 2018/19 financial year. The program has been implemented in all 17 wards of Emalahleni Municipality.

(7) Forestry

Emalahleni area has got communal plantations in the area of Maqhashu, Hala No 1, Cacadu, Mount Arthur; Mkhaphusi, Khundulu, Jowweni and Machubeni There are natural forestry that are situated in the mountains of Hala No 1 Longo forest and Cumakala Village Khophe Forest. The municipality is not involved in activities taking place in these forests as they are mainly used for fire wood collection.

2.4.3 Municipal Transformation and Institutional Development **(1) Background**

As part of the transformation agenda of government, municipalities are assigned to perform activities which will in turn assist government to realise its objectives for transformation of communities in our municipal areas

(2) Powers and Functions assigned to the Municipality
(a) Legislated Powers and Functions

Schedule 4 and 5, Part B of the Constitution of the Republic states that; local government is required to execute the following:

- Air Pollution
- Building regulations
- Child Care facilities
- Electricity and Gas Reticulation
- Fire-fighting services
- Local Tourism
- Municipal airports
- Municipal Planning
- Municipal Health Services
- Municipal Public Transport
- Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law
- Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto
- Storm water management systems in built-up areas
- Trading regulations
- Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems
- Beaches and amusement facilities
- Billboards and display of advertisement in public places
- Cemeteries, funeral parlours and crematoria
- Cleansing
- Control of public nuisances
- Control of undertakings that sell liquor to the public
- Facilities for accommodation, care and burial of animals
- Fencing and fences
- Licensing of dogs
- Licensing and control of undertakings that sell food to the public
- Local amenities
- Local sport facilities
- Markets
- Municipal abattoirs
- Municipal parks and recreation
- Municipal roads
- Noise pollution Pounds
- Public places
- Refuse removal, refuse dumps and solid waste disposal
- Street trading
- Street lighting
- Traffic and parks
- Childcare facilities
- Fire-fighting services

- Keeping of animals
- Control of public nuisances
- Control of undertakings that sell liquor

(b) Powers and Functions Not Performed by the Municipality as per the Constitutional mandate

- Air Pollution
- Municipal Health Services
- Municipal Public Transport
- Abattoirs

(c) Powers and functions performed on behalf of other spheres

- Registration and licensing of motor vehicles
- Disaster Management on behalf of the Chris Hani District Municipality; and
- Library Services on behalf of the Department of Sport, Recreation, Arts and Culture

(3) Municipal by-laws

Council developed the following By-Laws for implementation:

- Heritage Resources
- Commonages
- Public Amenities
- Liquor Trading
- Keeping of animals
- Local Tourism
- Community Fire Safety
- Child care Services
- Building By-Law
- Street trading
- Rates By-Law
- Waste Management

The municipality has gazetted, promulgated and gazetted the by-laws

(4) Municipal Policies

The following policies have been reviewed old and others newly developed

No	Name of the Policy
1	Acting Allowance and Enhanced Responsibility Allowance Policy
2	Absenteeism Policy
3	Mobile phone Allowance Policy
4	Bursary Policy
5	Car Allowance
6	Business Continuity Policy
7	Civic Funerals Policy

8	Communication Policy
9	Asset Disposal Policy
10	Employment Equity
11	Fleet Management and Procedure
12	ICT Governance Framework
13	Job Evaluation
14	Occupational Health and Safety
15	Promotion, demotion and transfer
16	Recruitment, selection and retention
17	Study Bursaries for community members
18	Substance Abuse Policy
19	Whistle Blowing
20	Code of conduct and Ethics
21	Facilities Management
22	Human resources Conditions of Employment
23	ICT Policies
24	Leave Policy
25	PMS Policy and Procedure
26	Public Participation Strategy and Policy
27	Sexual Harassment
28	Camping, Subsistence and Travelling
29	Training and study assistance Policy
30	Supply Chain Management
31	Credit Control and debt collection
32	Indigent Policy
33	Virement
34	Irregular, fruitless and wasteful expenditure
35	Records Management
36	Rates Policy
37	Asset Management
38	Investment and cash management Policy
39	Budget Policy
40	Tariff Policy
41	Ward Committee Policy
42	Petty cash Policy
43	Customer Care Policy
44	Fraud and anti-corruption prevention policy
45	Bereavement Policy
46	Patch Management
47	ICT User Access Management

48	ICT Backup Policy
49	Extended Public Works Policy
50	Roads Maintenance Policy

(5) Human Resources

(a) Organisational Structure

Council embarked on a Business Process Re-engineering project which had a direct bearing on the organisational design, and a complete organisational structure 2017-2022 was developed and approved by Council on the 31st May 2017 for implementation.

(b) Human Resources Plan

The main objective of having the Human Resources Plan is to have an accurate number of employees required, with matching skills in order to accomplish organisational goals. The Municipality approved its HR Plan in December 2017.

SWOT Analysis

Strengths	Weakness
<ul style="list-style-type: none"> • HR Plan in place 	<ul style="list-style-type: none"> • Lack of skills
Opportunities	Threats
<ul style="list-style-type: none"> • Capacity Building 	<ul style="list-style-type: none"> • Budget

(c) Skills Development and Training

Critical and Scarce Skills in Emalahleni LM

The following were identified as critical and scarce skills and it has been a challenge to recruit in these fields:

- Civil Engineering
- Electrical Engineering
- Mechanical Engineering
- Town and Regional Planning
- Quantity and Land Surveying
- Information Technology
- Agricultural Science

The Municipality has awarded four students from the community and from the deserving families for the above mentioned scarce skills in 2016 academic year for the normal duration of the course.

(d) Employment Equity Plan

There is an Employment Equity Plan (EEP) which was adopted by Council in 2018 for a period of five years and it lapses in 2023. The municipality currently has a Draft Employment Equity Plan which will be tabled to Council before end of June.

The Employment Equity Plan is implemented concurrently with the recruitment policy and reports are submitted on a quarterly basis to the Corporate Services Standing Committee and to the Employment Equity Committee.

(e) Workplace Skills Plan (WSP)

The Emalahleni Municipality has developed the Workplace Skills Plan (WSP) for the 2018/2019 financial year and was submitted in April 2018 to the LGSETA. The plan outlines the priority training needs of the institution that are critical for the implementation of the objectives set out in the IDP. There is a training Committee Consultative Forum that sits on a quarterly basis to monitor implementation of the WSP.

The Human Resources Development (HRD) Strategy has been developed and approved by Council in December 2016 and it also addresses the issue of scarce and critical skills. Currently the Municipality does not have a policy on succession planning in place; however, the following initiatives are undertaken by the municipality

- Learner ship for Electrical Engineering
- Study Bursaries for employees
- In-service training

SWOT Analysis

Strengths	Weakness
<ul style="list-style-type: none"> • HRD Strategy • Training Committee • Community Empowerment 	<ul style="list-style-type: none"> • Inadequate funding
Opportunities	Threats
<ul style="list-style-type: none"> • Funding from external donors • Partnership with local institutions of higher learning 	<ul style="list-style-type: none"> • Lack of scarce skills • Lack of retention strategy

(f) Code of Conduct and Enforcement

The institution adheres to code of conduct for officials and councillors. It also implements the disciplinary code of conduct as defined by the South African Local Government Bargaining Council (SALGBC). All officials and Councillors sign a Code of Conduct on their first day of reporting at work.

Performance Management System Framework (PMS) has been adopted by Council. In terms of the framework PMS has been cascaded to middle management and practitioners in the 2017/2018 financial year. The quarterly assessments are currently conducted for Managers (Section 54A, and 56), managers below Section 54 and 56 as well as practitioners. And reports are submitted to Council.

(g) Labour Relations

The municipality has a Local Labour Forum which is a consultative structure between the employer component and the labour component. Matters of mutual interest that are subject at local level in terms of the levels of bargaining are negotiated. LLF has been established in terms of the Labour Relations Act, No. 65 of 1995. and it is functional, operational and its meetings are held quarterly. The disciplinary code collective agreement was set aside by the labour court and SALGA advised the municipality to rely on Labour Relations Act, Code of Good Practice: Dismissal, Schedule 8

SWOT Analysis

Strengths	Weakness
<ul style="list-style-type: none">• Labour Stability• Functional Forum	<ul style="list-style-type: none">• Inadequate training for forum members• Compliance with relevant legislation• Labour unrest
Opportunities	Threats
<ul style="list-style-type: none">• Capacity building (SALGA, CHDM, LGBC)	<ul style="list-style-type: none">• Community Unrest

(h) Occupational Health and Safety

The Emalahleni Local Municipality is committed to ensure a Healthy and Safe environment for all its customers and employees and therefore the Municipality has developed an Occupational Health and Policy to be considered in all circumstances. Safety is critical to well-being of its municipal employees and customers. It is the aim of the OHS policy to prevent as far as possible any accidents or injuries to customers and employees.

The municipality will strive at all times to improve safety conditions and handling methods in consultation with its customers and employees. This will be achieved through adherence to Emalahleni municipality policy and occupational health and safety Act. The Emalahleni Municipality has a full functioning Occupational Health and Safety section that support all other departments within the institution. The OHS Strategy was developed and approved in December 2015 by Council for implementation.

The Safety Health and Environmental (SHE) Representatives that forms part of the Safety Committee have been trained. First Aiders have been trained. Arrangements are made with the Chris Hani District Municipality to do Fire drills and Emergency preparedness. The OHS Committee has been established as per the OHS Act of 1993. The portfolio Head Corporate Services is the chairperson of the Committee. OHS Committee meetings are held quarterly.

SWOT Analysis

Strengths	Weakness
<ul style="list-style-type: none">• OHS Strategy implementation• OHS Committee in place• Effective implementation of employee wellness programme	<ul style="list-style-type: none">• Limited resources Budget• Non-Existence of employee wellness strategy
Opportunities	Threats
<ul style="list-style-type: none">• Funding from the District Municipality for wellness programmes• Availability of Local gymnasium• Promotion of healthy lifestyle	<ul style="list-style-type: none">• Non-compliance by contractors• Current Municipal Buildings that are not in compliance with OHS standards.• Slow service delivery• High rate of employee absenteeism

(i) Records management

The municipality has a section dedicated to manage municipal records and has the following legislated documents in place for compliance.

- i. File plan
- ii. Procedure Manual; and
- iii. Records Management Policy

Employees were trained on how to use the file plan and implement the Procedure manual. Workshop was conducted on the Records management policy. The Municipality is in a process of moving away from decentralised records management and the process is in progress.

The Municipality is currently using the paper based filing system whilst EDMS is implemented. Disposal of records is done in line with the National Records and Archives Service Act of 1995 upon approval by the Provincial Archivist.

The municipality complies with National Minimum Information requirements (NMIR)

SWOT Analysis

Strength	Weakness
<ul style="list-style-type: none"> Records Management Policy and Strategy Electronic Document Management System in place Strong Room 	<ul style="list-style-type: none"> Inadequate implementation of Records Management System Shortage of Staff Loss of documents
Opportunities	Threats
<ul style="list-style-type: none"> Utilisation of EDMS 	<ul style="list-style-type: none"> Loss of institutional memory

(j) Council and Council System

Council holds its ordinary council meetings once in each quarter for the four quarters in a year. The municipal council had Special Council meetings and ordinary council meetings.

The Executive Committee hold meetings as per Council Calendar of Events, which are chaired by the Mayor.

Council has the following Section 79 of Local Government: Municipal Structures Act, 1998 (Act 117 of 1998) committees:

Council Committee	Performance
Municipal Public Accounts Committee	Functional
Corporate Services Standing Committee	Functional
Infrastructure Development and Human Settlement Standing Committee	Functional
Community Services Standing Committee	Functional
Planning, Economic, Development, Tourism and Agriculture	Functional
Budget and Treasury Office Standing Committee	Functional
Council has the following Section 80 of Local Government: Municipal Structures Act, 1998 (Act 117 of 1998) committees:	
Audit Committee	Functional
Performance Audit Committee	Functional
Local Labour Forum	Functional
Rules Committee – never had a meeting	Not functional
Remuneration Committee	Functional
Budget & IDP Steering Committee	Functional
Other Committees	
PMS Assessment & Evaluation Committee	Functional
Risk Management Committee	Functional
Incident Management Committee	Functional

Information and Communication Technology Committee	Functional
Employment Equity Committee	Functional
Occupational Health and Safety Committee	functional
Training Committee	Functional

(k) Councillors and Traditional Leaders participating in Council

The current Council was elected to Council in 2016 and had 34 Councillors and 7 traditional leaders sworn in to participate.

(l) Office Accommodation

In its endeavours to ensure that services reach local communities, the municipality has its head office in Cacadu and two satellite offices in Indwe and Dordrecht. The Municipality attempts to ensure that services that are available in its head office are accessible from the units. There are not enough offices to accommodate the number of staff appointed. The municipality makes use of park homes as offices which accommodate employees and they are no longer in a good condition – health hazard.

i) Development of Municipal Offices and Council Chambers

The municipal council took a resolution to develop its main offices in Lady Frere due to huge shortage of office space for both administration and Council. A developer was appointed to undertake the task. Council Chamber was prioritised to be developed first and then offices. The Council chamber was completed in the 2016

Municipal offices are arranged as follows: -

- Lady Frere (Head Office) – 37 Indwe Road, Lady Frere, 5410
- Dordrecht Unit (Satellite Office) – Grey Street, Town Hall Building, Dordrecht, 5435
- Indwe Unit (Satellite office) – 40 Fletcher Street, Indwe, 5445

(6) Information and Communication Technology

The municipality has appointed three officials to deal with Information Technology, these are ICT Manager, System Administrator, who is enrolled to deal with all licenses of the systems in the institution, with the Network infrastructure and server management. The IT Technician deals with desktop and technical support of the whole institution. The IT unit was established to ensure that there is improvement in the municipality's IT network Infrastructure including remote sites. Currently, network infrastructure consists of CAT ^5 with access points (Wireless Devices) cabling that connects all workstations within the network infrastructure of Emalahleni Municipality to the central server which ensures confidentiality and security. Server based systems within the municipality includes:

- Financial Management System (Sebata)
- HR Management System (Sebata)
- Cemetery Management (External Host)
- Geographical Information Systems (Internal Host)

The broadband project implemented by MTN as appointed by USAASA has been complete with regards to connection of the municipal buildings. Currently the Main Building is connected with a bandwidth of 2MBps and Indwe Unit (Remote site) including Dordrecht (Remote site) are also connected to the Main Building (Lady Frere) with 1 MBps bandwidth. Currently there are 3 additional sites to our network i.e traffic station, water services and library. Traffic station and water services connect using 8 MBps bandwidth while library is connecting with 2 MBps bandwidth. With the upgrade in bandwidth the two connected sites have improved and user satisfaction is pleasing. The server upgrade has contributed to the support of upgrade of network infrastructure.

Currently, Internet Service Provider is MTN as appointed by USAASA and Exchange licenses and hosting of emails the municipality has Vodacom to provide the service. The website is currently hosted by Delteq Technologies as DPSA no longer host website for local municipalities.

ICT Governance Framework was presented to council and adopted. It is being implemented across the institution.

Information and Communication Technology SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Effective network Maintenance • Effective ICT Steering Committee • Privacy and Data protection • . • Training 	<ul style="list-style-type: none"> • Lack of disaster recovery site • Storage space for IT equipment • Limited Personnel • Limited Knowledge on ICT Policies
Opportunities	Threats
<ul style="list-style-type: none"> • Upgrade LAN network to the use of Cat6. 	<ul style="list-style-type: none"> • Lack of ICT equipment • Budget constraints

(7) Integrated Development Planning

In line with the requirements of the Local Government: Municipal Systems Act, municipalities are required to develop a strategic plan to be implemented over a period of five years, in line with each term of Council. That strategic plan is referred to as the integrated development plan.

As per the requirement mentioned above; the municipality developed and approved an IDP for the 2017 – 2022 which is in line with the current term of Council. The plan gets to be reviewed on an annual basis so as to ensure that the plan remains relevant to the needs of the municipal community. This is the newly developed strategic plan for the 2017 - 2022 term of council. Legislatively, the development and implementation of the IDP is assigned to the Mayor and ultimately the Accounting Officer. Operationally, according to the institutional arrangements, the municipality established a unit in the office of the Municipal Manager to coordinate the development and review of the municipality's IDP, manage and monitor its implementation, as well as reporting.

The municipality developed a framework, containing information and guidance on how the processes of the IDP development would be conducted, identification of stakeholders and their role in the review process.

During the review of the IDP, a series of meetings were held, in the form of representative forums and roadshows to identify and confirm community needs. Sector departments were also awarded an opportunity to present programmes and projects to be implemented in the municipal area. Participation of Sector Departments in the form of representation in IDP meetings and platforms has remarkable improved. This was done to ensure community involvement in the municipal affairs, even more so in the development planning area.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • 2 Skilled and competent officials • Budget allocation for the review of the IDP • Functional IDP Structures (including IGR) 	<ul style="list-style-type: none"> • Limited budget • Limited personnel

<ul style="list-style-type: none"> • IDP developed and coordinated in house 	<ul style="list-style-type: none"> • Limited understanding and participation of some IDP role players in the coordination of the IDP
Opportunities	Threats
<ul style="list-style-type: none"> • Support from the District Municipality and Sector Departments • Funded projects for integration in the IDP 	<ul style="list-style-type: none"> • Minimal participation of External Role players in the IDP Processes • Upcoming 2019 Local Government elections

(8) Performance Management System

(a) Institutional Performance Management

Chapter 6 of the Local Government: Municipal Systems Act, 2000 as amended requires each municipality to establish and develop its own performance management system, commensurate to its resources.

In line with this requirement, the municipality has an approved performance management system framework, which is currently being implemented. The PMS Framework is currently not being fully implemented, as the institution is battling to implement some elements of the Framework. The institution has since activated a performance management system module in the municipal financial system to improve compliance with performance planning and reporting. All performance management system role players have profiles created to ensure access to the system for purposes of timely reporting.

The internal audit unit, as part of its operational plan perform regular performance audit to ensure quality assurance and compliance on the performance reports and performance information.

(b) Individual Performance Management

On approval of the Service Delivery and Budget Implementation Plan, Section 56 and 57 Managers prepare and enter into Performance Agreements at the beginning of the financial year as legislatively required. Accountability Agreements are as well signed between Section 56 managers and officials below senior managers for purposes of cascading performance.

A lot still needs to be done because PMS is the backbone for ensuring that people perform at the required levels to achieve the KPIs in their functional areas and in the municipality as a whole

Below is a SWOT Analysis for the PMS Unit

Strengths	Weaknesses
<ul style="list-style-type: none"> • 2 skilled personnel • An approved performance management system framework in place • Budget • PMS Committees in place • Automated performance management systems 	<ul style="list-style-type: none"> • limited personnel • Minimal budget allocation

Opportunities	Threats
<ul style="list-style-type: none"> • Support from other spheres of government (Monitoring and Evaluation Unit – EC – CoGTA and The Office of the Presidency) 	<ul style="list-style-type: none"> • Continuous technological updates

(9) Special Programmes

(a) Background

The Mayor's Office through the Special Programmes unit is discharged with the responsibility to coordinate and implement programmes and projects designated to improve and/or enhance social cohesion in the municipal area, through the following focal areas;

- Youth
- Disabled
- Women and Older persons
- HIV/Aids
- Gender; and
- Children

All the SPU structures were elected, inducted and budgeted for by the municipality. The structures are elected for a period of five years and are required to identify programmes for implementation on an annual basis.

Focal Area	Project Name	Project Description
Youth	FIELD BAND FOUNDATION PROJECT	<p>The band is an initiative which seeks to develop young people on skills such as Music and Dance with the social development aspect. The project has an intake of +- 250 participants both in Dordrecht and Indwe. A memorandum of understanding was signed between the municipality and the Field band foundation</p> <p>Field band was launched in 2015. It is adequately resourced with staff and instruments as well as participates in the Cape Town carnival, regional and national championships annually. Life skills workshops which include HIV and AIDS programme have been conducted and continue to be facilitated on an annual basis.</p>
	MAYORS CUP TOURNAMENT	<p>The concept is the initiative of the Council to develop Sport. The tournament is known as the Mayoral Cup which was instigated in 2005 to develop young people in Sport in the entire municipality. It includes various sports discipline such as the Football, Netball, Rugby, Boxing and Athletics.</p> <p>This tournament promotes development of young people in sport and nurture talent. It is as well to inculcate a culture of using sport as an inhibitor to drugs, alcohol abuse and crime. The event is budgeted for on an annual basis.</p>
	YOUTH COUNCIL	A youth development summit was held in November 2016 and a youth development strategy was developed. Youth council convened youth assembly to elect new office bearers in 2017.
HIV/AIDS		The Local Aids Council is in place and Chaired by Mayor who then delegated the coordination of the programme to community services. Partnership has been forged with CMRA and the municipality participated in the National HIV and AIDS benchmarking programme with the following municipalities;

Focal Area	Project Name	Project Description
		<ul style="list-style-type: none"> ✓ Buffalo City Metropolitan ✓ Nelson Mandela Metropolitan ✓ Ethekwini Metropolitan ✓ Hi-biscus Coast Local Municipality ✓ Madibeng local Municipality <p>The municipality has developed a HIV/AIDS strategy. In ensuring internal mainstreaming targets the municipality established inter-departmental forum which sit quarterly. It has also introduced Peer educators to mainstream HIV/Aids internal and busy with the preparations for Wellness programme.</p>
WOMAN	WOMEN FORUM AND GENDER EQUALITY	<p>The women forum was established in 2014. and were capacitated in leadership skills. In September 2017 a new forum was elected and inducted</p> <p>Gender mainstreaming training was conducted to officials and councillors to ensure that issues of gender are mainstreamed in the municipal business. An implementation plan to mainstream gender issues in the municipal business is still to be developed</p> <p>The programs implemented by the structure are budgeted for by the municipality. The forum identified and funded 1 women project in Qoqodala with garden tools in 2017/2018 financial year.</p>
PEOPLE WITH DISABILITY	PEOPLE WITH DISABILITY (PWD) COUNCIL	<p>A functional structure for PWD is in place and meetings are held on a quarterly basis as per the meeting schedule. The municipality has donated a site and a structure was constructed by public works to accommodate a sewing project (Vukuzenzele Project).</p> <p>In 2017/2018 the municipality provided the libraries with newspaper reading machines for the Blind. In 2018/2019 Emalahleni Local Municipality in partnership with Department of Health and Social Development handed sunscreens to people living with albinism?</p>
ELDERLY	ELDERLY PERSONS	<p>The municipality has a forum established to lobby and advocate for interests of older persons which also coordinates programmes for elderly. The elderly persons have various programmes such as Nelson Mandela Day, Parliament for elderly and Golden games.</p>
	NELSON MANDELA DAY	<p>The Nelson Mandela Day has been declared as the international day in respect of this struggle icon where every citizen/government and non-government institutions are to dedicate 60 minutes of their time in community work. The council took a resolution to adopt and implement some of the community work programmes to honour this day.</p> <p>The municipality in partnership with the provincial sector departments such as social development and SASSA; identified and provided blankets, sanitary towels and food parcels to child headed households. In 2018/2019 the municipality supported the Lupapasi Preschool with fencing and ablution facilities.</p>
	SPORTS COUNCIL	<p>The council is in place to facilitate development of sport and advise Municipal Council on sport related matters. The Council is part of the preparations for Mayors Cup and other Sports programs.</p>

Focal Area	Project Name	Project Description
	CHILDREN'S ADVISORY FORUM	<p>The municipality support the children's advisory forum in terms of:</p> <ul style="list-style-type: none"> • Profiling • Support to early childhood development centres • Monitor support for the forum • MoU's • Social investment by corporate sponsors <p>The Forum is established under the Department of Social Development.</p>

(b) SWOT Analysis

Strength	Weakness
<ul style="list-style-type: none"> • Established functional Forums • Sufficient Budget 	<ul style="list-style-type: none"> • Inadequate Human Resource
Opportunities	Threats
<ul style="list-style-type: none"> • Relations with external stakeholders 	<ul style="list-style-type: none"> • Out of Pocket expense for Forum members. • Office bearer turnover

(c) HIV and AIDS

Emalahleni Local Municipality has a HIV/AIDS unit with Coordinator responsible for HIV/AIDS strategies both in the community and the workplace. It also has the following programs:-

Emalahleni Local Aids Council: The Emalahleni Local Aids Council structure is in place, functional and Chaired by the Honourable Mayor who then delegated the coordination of the programme to the Community Services. The ward Aids structures has been established in all wards of Emalahleni.

The Emalahleni HIV/AIDS Strategy has been reviewed in 2014 and adopted by Council in 2015, the focal areas of the strategy are as follows:-

- Prevention, Education, Awareness and Condom Distribution
- Care and Support for People living with HIV and AIDS (PLWHA)
- Care and Support for Orphans and Vulnerable Children

Ward Men's Sector Forum & Initiation Committee: The Emalahleni Ward Men's Sector Forum & Initiation Committee has been established at Ward 03, 06, 11 and 17, both committees showed an interest of being elected to serve its community.

The Anti-Poverty War room structures have been established in all wards of Emalahleni and three Wards has been trained on Anti-Poverty War room programme and those wards are as follows: ward 4, 5 and 6.

Local Drugs Action Committee (LDAC): The Emalahleni Local Drugs Action Committee (LDAC) has been established and the committee has been appointed by the honourable Mayor of Emalahleni Cllr. N. Koni. The committee is composed of 29 members from the deferent stakeholders with the guidance of Subsection (3) of Local Drugs Act of the Constitution that says a Municipality must take a leading role to lead the Local Drugs Action Committee (LDAC). The Local Drugs Action Committee (LDAC) is chaired by the Municipality the office of the honourable Mayor.

So far it's only few Departments that are submitted their Substance Abuse Activity Plan.

(d) SWOT Analysis

Strength	Weakness
<ul style="list-style-type: none"> Functional Local Aids Council structure Enough Volunteers Availability of budget 	Increased number treatment defaulters
Opportunities	Threats
<ul style="list-style-type: none"> Working close with communities Encouraging the culture of volunteerism Job opportunities 	New infections

2.4.4 Good Governance and Public Participation

(1) Internal Audit

The municipality has an internal audit unit established in terms of Section 165 of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003). The purpose of the unit is to advise Council and the Municipal Manager. The unit reports to the Audit Committee of Council on a quarterly basis; on matters relating to internal controls, risk management and governance. The activities performed by the unit are in-line with the Approved Internal Audit Charter and a 3 year risk based rolling plan reviewed annually and approved by the Audit Committee.

The Internal Audit Function evaluates performance information on a quarterly basis to ensure conformity to the reporting formats, compliance with legislation and assess the reliability, validity and completeness of reported information, subsequently quarterly reports on the results of the audit with recommendations are submitted to the Municipal Manager and the Performance Audit Committee.

SWOT ANALYSIS:

INTERNAL AUDIT

Strengths	Weaknesses
Approved Internal Audit Charter	.
Approved Audit Methodology	Inadequate tools of trade
Approved Quality Assurance and Improvement Policy	.
Chief Audit Executive in Place	Non-compliance with IIA standards
	Continuous professional Development
Automated Audit Software	
Opportunities	Threats
COGTA Chief Audit Executive Forum	Negative perception on the role of Internal Audit
FMG Funding for tools of trade and software	Shrinking budget allocation for Internal Audit Service
Professional guidance for EC Treasury	Information Systems migration by Municipalities
Professional body accreditation	

(2) Audit Committee

The Audit Committee was established in July 2015 for a period of three years as required by Section 166 of Local Government: Municipal Finance Management Act and the Municipal Planning and Performance Management Regulations. A committee of four members with different expertise ranging from accounting to performance management was appointed in August 2018 to serve for a period ending July 2021. The committee sits at least four times annually to review quarterly reports submitted by the Internal Audit, implementation of the Municipal Performance Management System, quarterly financial report as well as risk management. The committee reports to Council on its activities as well as make recommendations on a quarterly basis.

The committee performs its activities in the line with the audit committee charter reviewed and approved on an annual basis.

SWOT Audit Committee

Strengths	Weaknesses
Approved Audit Committee Charter	Continuous professional development
Signed Member agreement	Inadequate budget for Audit committees
Internal Audit as secretariat	Inadequate tools of trade
Attendance in Council meetings	Delays in distribution of minutes and agenda packs
Diversified expertise	
Appointed Audit Committee	
Opportunities	Threats
COGTA Chief Audit Executive Forum	.
SALGA and EC Treasury forums	AC familiarity with management
.	

(3) Audit Outcomes

The municipality has received the following opinions from the Auditor General's findings

2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
Qualified	Unqualified	Unqualified	Unqualified	Unqualified

(4) Risk Management

Risk management committee was established in 2016/2017 financial year. The committee consists of an independent of the audit committee as the chairperson, all directors, the CAE and the risk practitioner as the secretariat. The committee operates according to the approved risk management charter.

Risk assessments are undertaken, strategic and fraud risk registers are developed and approved by Council on annual basis. This process involves analysing threats and opportunities which advances risk management beyond just driving down risk. Instead it allows risk to be used as an optimization strategy to increase the certainty of achieving municipal objectives. On a quarterly basis, these risks are monitored by the risk management committee.

On an operational level, risks are identified and assessed on an annual basis and monitored quarterly, through the departmental standing committees.

Strengths	Weaknesses
Risk Management Committee	Limited office space
Risk Management Annual Plan	
Opportunities	Threats
Support from Directors	Legislative disregard
Support from the Office of the Municipal Manager	Lack of Risk awareness

Fraud and Anti-Corruption Prevention

The municipality approved a Fraud and anti-corruption plan and policy in the 2016/2017. The policy will be reviewed annual and in line with the policy framework. The policy details strategies to prevent, detect and respond to fraud and corruption within the municipality. Fraud prevention awareness sessions are conducted bi-annually during the municipal assemblies.

(5) Communications

The municipality has developed an effective Communication Strategy to guide municipal communication both internally and externally. This strategy enables the municipality to give effect to the legislative requirements as set out in the Constitution of the Republic of South Africa, Act 108 of 1996, Promotion of Access to Information Act 2 of 2000, the Municipal Systems Act 32 of 2000 as amended, Intergovernmental Relations Framework Act of 2005 and the National Framework for Government, 2009 issued by Government Communication Systems (GCIS). National Communication Policy as adopted by the National Assembly in 2018.

To give guidance on how the municipality should communicate; the policy on communication was reviewed and adopted by Council in 2014/2015 financial year. For the proper communication of the municipal programmes in particular and government programmes in general Communication unit participate on the Provincial Government Communicators Forum as co-ordinated by the Department of Local Government and the Department of Communication which seats quarterly.

At the district level the District Communicators Forum exist and is having a schedule of quarterly planned meetings with special meetings arranged whenever there is a need. The District Communicators Forum where communication is actively participating is a platform established to support the communication activities at the District and local level by giving guidance on the development of the Communication Strategies. The Local Communicators Forum is functional, it is composed of the Communication Unit, Public Participation Unit, sector departments and the Community Development Workers. The meetings of this forum are arranged quarterly and special meetings are convened when necessary.

When communicating Council programmes, the communication unit of the municipality makes use of the following media platforms: Vukani Community Radio, The Representative, Isolezwe lesiXhosa and Udizindaba Newspaper that is based in Cape Town. The Daily Dispatch, Eastern Cape Today, Daily Sun, SABC Radio, Lukhanji FM, and the Local Government Handbook are the other platforms that are currently used for communication purposes. The unit develops external newsletters quarterly to communicate municipal news to the broader municipal community that is written in English with IsiXhosa translated copies.

The municipality publicise all the legislated meetings with the communities i.e. Mayoral Imbizo, IDP Roadshows, Stakeholder engagements, IDP Representative Forum, Intergovernmental Relations, Council meetings. The municipality has a website that is uploaded and updated with all the prescribed elements.

The branding material for the institution is developed whenever necessary in the form of banners, file folders, municipal flags, diaries, calendars, signage, pen and framed vision, mission, values and Batho Pele principles for the frontline areas of the municipality.

The communication function of the municipality based on the activities performed is rated high by the district and the province.

The internal communication is the area which requires improvement, currently the municipality introduced employee assembly sessions as a mechanism to improve internal communication.

The internal communication require a lot of attention as the introduction of the employee assembly does not serve much of the communication purpose as communication on its nature is a two way process where the sender of the message is supposed to receive a feedback on how the message is perceived by the receiver. The highly affected employees on lack of internal communication platforms are field workers and general workers as the only active form is the noticeboard that is displayed on the municipal offices.

In 2018 we were surprised by the community protests in two of our units, Cacadu and Dordrecht where community members led by the Ratepayers Association and the South African National Civic Organization embarked in a protest action. The protest action was severe in that the two towns were at some point closed as businesses and government departments were warned not to operate during the protest dubbed total shutdown. Certain government and privately owned assets were damaged in the protest as in Cacadu a municipal office was burnt down, library partially destroyed, Dordrecht municipal offices were damaged, municipal storage

facility, Community hall, Municipal farmhouse, municipal TLB was burned and the bakery which was travelling passing Cacadu was destroyed.

During this period the usage of the social networks by the protestors as well as our response to the issues as were raised on that platform indicate that we were caught unaware to respond in times of emergency. In trying to mitigate that we have developed a chapter on the crisis communication so that we outline roles and responsibility when a crisis may arise. We did that to ensure that we are always prepared to act promptly in communicating no matter how are the conditions on the ground.

Nevertheless the mitigation even before we have introduced the crisis communication elements in the Communication strategy was there as we have managed to keep our communities informed and responded to media inquiries timeously and arrange talk shows to inform the public about the protest action.

The internal memo was issued to caution the employees about the unforeseen circumstances and the platform which was used is the internal social network as the municipal offices were not accessible to issue the memorandum. The employees were kept informed throughout the process using the same platform in ensuring that supervisors inform members of their teams.

In the process we have identified the power of the social networks in information dissemination as we were monitoring the protest action using our communication skills away from the actual places where the protest took place.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Approved communication policy • Draft Communication strategy • Crisis Communication chapter included on the Communication Strategy • Member of the LGCF, DCF and the LCF in the form of roundtable 	<ul style="list-style-type: none"> • The unit is having challenges with the resources on both personnel and financial • Poor management of working with the media • Non-alignment of internal programmes
Opportunities	Threats
<ul style="list-style-type: none"> • Sound relations with the government communication fora • Sound relations with the media 	<ul style="list-style-type: none"> • Fake news • Political instability • Political interference • Community unrest

(6) Customer Care and Management

The municipality has customer care unit established in terms of Batho Pele principles embedded by the Bill of Rights in the South African Constitution 1996 (as amended). The municipality developed and adopted a strategy and policy on customer care in the 2016/2017 financial year. The purposes of the unit is to ensure that customer services are met and customers are satisfied. Dissatisfaction or satisfaction of customers is measured through customer service standards monitoring and customer satisfaction surveys conducted annually. In cases of customer dissatisfaction, bill of rights suggests that customers are entitled to complain and every citizen has a right to say what they think when they do not receive the treatment of services they are entitled to. Mechanisms for dealing with complaints are created through customer care and petitions management policies.

The municipality has a systematic approach (complaints procedure) for receiving, resolving and communicating complaints or enquiries or queries using customer complaints register. This includes complaints received from the presidential hotline system, walk-ins and phone-ins.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Customer care policy and strategy • Complaints management procedure manual • Customer care committee • Petitions Management Policy 	<ul style="list-style-type: none"> • Limited financial and personnel resources • Lack of office space to attend to walk-ins
Opportunities	Threats
<ul style="list-style-type: none"> • Presidential hotline forum • Presidential hotline system • District customer care forum • 	<ul style="list-style-type: none"> • Community unrest • Pressure group protests

(7) Public Participation

Chapter 4 of the Local Government Municipal Systems Act NO. 32 OF 2000 requires the Development of Culture of Municipal Governance that complements formal representative government with a system of participatory governance. It further requires the Municipality to create conditions for the Local Community to participate in the affairs of the Municipality.

Public Participation is a unit seating in the Office of the Municipal Manager which currently consist of 1 Public Participation Practitioner, Public Participation assistant and strategic programmes secretary. Its activities are based on the approved Public Participation Strategy that was approved by Council in August 2015 and the strategy inclusive of petitions framework; used as a tool to mobilize stakeholders and was implemented successfully. The unit is currently responsible for coordination of

- 170 ward committees,
- 7 traditional leaders,
- 10 Community Development Workers (CDW's)

The municipality has reviewed its ward based plan that was developed through the service provider which was appointed by the Department of Cooperative Governance and Traditional Affairs.

The ward committees were as well established in all 17 wards of the municipality and traditional leaders were elected from seven traditional councils. Relations between the ward communities and ward committee are sound. They are currently getting an out of pocket expense monthly as per the Council resolution. The ward committees submit reports monthly to the Public Participation Practitioner and further submit the consolidated report on quarterly basis to the Council. Ward profiling on the capacity of Ward Committees has also been done, to establish training needs and skills gap, a training schedule has been developed, and ward committee secretaries will be trained accordingly. The municipality has sound relations with the CDW's and roundtables for continuous engagements are facilitated on a quarterly basis.

A number of public participation initiatives have been held, which include amongst others the following:

Public Meeting	Purpose
IDP Roadshows / Mayoral Outreach	<ul style="list-style-type: none"> • Conducted as per the IDP process plan adopted by council; to confirm needs identified for prioritization and inclusion in the reviewed IDP, draft IDP and Budget • To report municipal performance

STRENGTHS		WEAKNESSES
<ul style="list-style-type: none"> • Public Participation Policy and Strategy • MRM Committee • Ward Committee with functional quarterly meetings • Community Development Workers • Councillors • LGNC • Traditional leaders • IDP Roadshows • Mayoral Imbizo • Ward War Rooms • Secretary and Public Participation Assistant • Presence of Stakeholders Database 		<ul style="list-style-type: none"> • Limited financial Resources • Inadequate and irregular reporting of ward committees
OPPORTUNITIES		THREATS
<ul style="list-style-type: none"> • Good relations with sector departments, Parastatals and NGO's • Capacity Building Programmes • Ward Committee Reporting Format • Good relations with Emalahleni communities at large 		<ul style="list-style-type: none"> • Political instability • Lack of office space
Public Hearings	<ul style="list-style-type: none"> • Consultation of communities on adopted by-laws, tariff increases, introduction of new policies, and all bills as promulgated by both national and provincial government. • Eastern Cape Geographical Names Council (ECPGNC) – consideration of applications for the change of the name Lady Frere, White Kei to Xonxa, facilitation of registration of WyCliff Mlungisi Tsotsi library. Name change from Lady Frere to Cacadu was approved and gazetted by ECPGNC. Public hearings to be conducted on the official name change of features such as business, parastatals and other stakeholders. • 	
Mayoral Imbizo's	<ul style="list-style-type: none"> • To allow for members of the public to make comments on the approved draft annual report • Presentations on back to basics 	
Moral Regeneration Movement	<ul style="list-style-type: none"> • Council established the Moral regeneration movement committee and all its activities are coordinated through the committee or structure. 	
Ward war rooms	<ul style="list-style-type: none"> • To discuss matters of mutual interests by all ward stakeholders at a ward level between the municipality and government departments • They are facilitated on quarterly basis through the provision of services on wheels. Ward Councillors are as well encouraged to sit on a monthly basis to discuss ward related matters with their respective stakeholders. 	

(8) Inter-Governmental Relations

The municipality has consistent operational relations with other spheres of government including the district. To facilitate these relations an IGR structure was established which is mainly constituted by government (sector departments and the municipality) and this structure has scheduled meetings to discuss and monitor implementation of the integrated development plan. Terms of reference to guide inter-governmental strategy has also been developed and approved by Council.

The municipality as well participates in a number of inter-governmental structures such as the following:

- SALGA Working Groups
- DIMARFO
- Roads and Transport Forums
- MuniMec

(9) International Relations

The municipality, through the Office of the Mayor is part of a group of UCLG Champions that were selected to promote the messages of the CIB Working Group Policy Paper on Development Cooperation and Local Government.

The [Policy Paper on Development Cooperation and Local Government](#) contributes to building a common understanding and position among members of [United Cities on Local Government](#) and will be used, in particular, as formal policy position for international advocacy.

The Paper provides political recommendations to the international community as well as towards local governments. It emphasizes the need for the full recognition of local and regional governments as development partners occupying an equitable place in international development cooperation and it calls for substantially increased financial support for local government development cooperation programmes, designed to match their specific role and contribution.

The Paper is the result of a research led by the Federation of Canadian Municipalities (FCM) in partnership with the UCLG's CIB Working Group and the UCLG World Secretariat. It has received contributions from UCLG members and partners through various consultation rounds and was adopted by the UCLG World Council in December 2012. In May 2013, the UCLG CIB Working Group published the Policy Paper on Local Government and Development Cooperation.

(10) Municipal Compliance

Compliance

In terms of legislative requirements, Section 27 (1) of the MFMA, compliance with applicable legislation has to be monitored and reported to Council on a quarterly basis. In this regard, the municipality, through the office of the municipal manager, has delegated the compliance function to the risk management practitioner. MFMA compliance and process compliance registers have been developed and are monitored on a quarterly basis or based on their legislative deadlines. The reports are tabled to Council on a quarterly basis.

Strengths	Weaknesses
Set legislation	Limited office space No support staff No budget
Opportunities	Threats
Support from Directors Support from the Office of the Municipal Manager	Legislative disregard Lack of compliance controls.

Governance

The municipality is striving for a total compliance with all relevant legislation and laws. The municipality is also ensuring that it has the ability to preamps and mitigates any potential legal disputes. In this regard the municipality has established an MPAC through the Office of the Municipal Manager, has engaged in the absence of MPAC Coordinator, the services of Manager Legal Services and Administration. The primary duties of the Manager Legal Services and Administration are to ensure the overall functioning of the Municipal Public Accounts Committee (MPAC). The Manager Legal Services and Administration research for MPAC and analyse Council resolutions relating to MPAC and facilitate execution. The Manager Legal Services and Administration also assists MPAC with the preparation of oversight report to Council as delegated.

- The Manager Legal Services and Administration also ensures that there is compliance with relevant legislations and laws. Thus the Manager Legal Services and Administration is responsible for the formulation of legal opinions and recommends guidelines to resolve issues. The Manager Legal Services and Administration is also responsible for monitoring litigation in the civil court up to including trial stage for actions against and/or actions for Council. The also liaise with and give instructions to attorneys or advocates appointed to defend or initiate Council matters. The Manager Legal Services and Administration further provides research on legal related matters and performs any other function delegated, from time to time, by the Municipal Manager.

Strengths	Weaknesses
Appointed panel of attorneys	Limited office space No support staff No budget
Opportunities	Threats
Support from MPAC Chairperson Support from the Office of the Municipal Manager	Legislative disregard Lack of compliance controls

2.4.5 Financial Viability and Management

(1) Background

The objective of Financial Viability and Management is to secure sound and sustainable management of the financial affairs of the municipality and to comply with the accounting norms and standards. To render efficient and effective support services in a transparent, timeous and accountable manner.

(1) Financial Diagnosis

The municipality has adequate financial and human resources to continue with its operations for the foreseeable future. The Municipality is still functioning on the going concerned principle. The latter is based on key considerations such as sound cash flow, no major borrowings. The municipality however will have to manage its cash flow in manner that future cash flow problems are avoided to ensure that the municipality meets all its commitments and obligations. The Municipality has financial systems which account for its revenue and expenditure management in line with legislative requirements. The municipality is constantly investing in human capital to ensure continuous improvement in capacity and to reduce reliance on consultants.

(2) Internal and External Factors affecting financial viability of the municipality

The municipality has a low income base due to the low income levels of its community and consequently highly dependent on grants. The municipality has a very low debt collection rate that has the potential to affect the long term financial viability of municipality. The low collection rate can be attributed to the fact that people do not prioritise payment of their municipal accounts. Accounts cannot be delivered due to inadequate consumer address system and service delivery coverage plans from certain directorates. Service delivery protests has effected the collection rate as the Dodrecht office was not operational for most of 2018/2019 financial year. Human resource constrains to be addressed to enforce credit control and debt collection policy.

The high unemployment rate in the area has a negative impact on the financial viability of the municipality. The current economic outlook also has a negative impact on job creation and the affordability of consumers to pay their accounts. The extent of the revenue base of the municipality is also limited as most of the electricity revenue go to Eskom. The municipality is electrifying certain areas without applying to NERSA for the licence of the new areas.

(3) Key Financial Indicators

The economic downturn and the Eskom issues continue to play havoc with good financial management. The Emalahleni economy has been battered of late and all indications are that it will get worse before it gets better.

This is not because of bad or incompetent management, but because it is the nature of the business and the economy. I would therefore hope that National and Provincial bureaucrats take heed of this fact before making any incorrect or ill-conceived statements or judgements.

One indicator needing comment is that of repairs and maintenance. In recent years, there has been made much comments as to how low this ratio is. The ratio has remained constant due to increased expenditure on new assets, i.e. these have not been needing major repairs due to their current conditions.

(4) Revenue management

The Municipality's revenue collection has declined in the last year mostly due to the mSCOA financial system implementation challenges, which lead to increased outstanding consumer debts over the short to medium term. The fact that the Emalahleni municipal area is a low wage economy also contributes to the uncollectable debt.

Most service consumers of the municipality are unemployed and cannot afford to pay for services consumed. Despite the latter, consumers do not come forward to apply for indigent support during

the registration period to ensure that they receive subsidy on their refuse removal and property rates levies. The municipality's indigent register currently has in excess of 2015 qualifying and subsidised refuse consumers and more than 3 900 indigents who receive 50 units of free electricity monthly.

The municipality's collection rate regressed to 36.36% in the 2017/18 financial year compared to the 62.9% collection rate achieved in the 2016/17 financial year. It further declined during the current year (2018/19) to about 6% average at mid-year. This drastic reduction was mostly due to the mSCOA system implementation that rendered the municipality unable to do billing timely and issue statements for the first 4 months of the current year. The property rates were also only done during the November 2018 billing run due to data cleansing issues that the municipality wanted to address before the property rates run was done. The municipality has now been able to do its billing on time and is now able to again issue statements to consumers.

A positive achieved with the mSCOA system implementation was the improvement in the consumer data integrity as this system forced the municipality to do data cleansing.

The collection rate target for 2018/19 year, has been set at 67% but it looks very unlikely that this target will be achieved given the mid-year collection rate. The municipality has however developed a revenue enhancement strategy and a revenue enhancement sub-committee has been established to drive and monitor the implementation of the strategy. Further, a debt collector has been appointed and given the debtors arrear book to assist the municipality in the debt collection process. The municipality is positively optimistic that these strategies will immensely improve the collection rate over the medium to long term.

The municipality continues to find measures to enhance municipal revenue and to ensure that the municipality continues to be financially viable. The traffic station in Cacadu is currently being further extended to provide for a motor vehicle road worthy testing station.

(2) Expenditure Management

Section 65 of the Municipal Finance Management Act requires that a municipality maintains an effective system of expenditure control, including procedures for the approval, authorisation, withdrawal and payment of funds. The municipality has and maintains an expenditure management system that recognises expenditure when it occurs and as such accounts for all payments made by the municipality. Creditors are recognised and accounted for and are generally paid within the stipulated 30 days or as per agreed stipulations however major creditors like Eskom and Telkom send invoices via email to one individual. Late invoices result to late payments and the disadvantage to that is interest incurred which leads to fruitless and wasteful expenditure. The municipality as a consequence continues to have no major creditors outstanding to date. Typical major creditors such as Eskom and Auditor General are all paid up to date.

The municipality also seek to manage its working capital in such a way that funds available not required within the short term are invested in line with the cash management and investment policy to ensure maximum returns for the municipality but also ensures that sufficient working capital is available to meet its day to day operations. Creditor payments are also delayed and are paid as close to the 30 day payment requirement to enhance cashflow management.

(5) Supply Chain Management

There has been improved functionality and compliance within the SCM Unit. The Unit has 3 functional bid committees being the Bid Specification Committee, Bid Evaluation Committee and the Bid Adjudication Committee that sit according to the demand management plan.

The unit develops a procurement plan annually that is approved by the accounting officer and noted by Council; it is a guiding document that reflects when the departments should procure their projects on a timely manner as per their targets on the SDBIP. The implementation of the SCM policy is reported monthly and quarterly to Mayor and Council in line with Section 6 of the SCM regulations and 32 of the MFMA. Procurement plan is monitored monthly and quarterly to improve compliance and turnaround time of procurement.

The Supply Chain Module is fully compliant with mSCOA requirements within the Enterprise Management System of the municipality.

(6) Asset Management

The objective of the asset management section of the Municipality is to manage, control and maintain all the municipal assets in line with the governing accounting standards. The asset management unit safeguards municipal assets and ensures the asset register is prepared and kept in accordance with the requirements of GRAP 17. The Municipality continues to annually increase its repairs and maintenance budget as per asset management guidelines and will continue to implement asset management systems in line with prescribed accounting standards. The municipality performs at least once a year an asset verification in line with its asset management policy. The municipality continues to improve internal controls and procedures around asset management.

SWOT Analysis

Strengths	Weakness
<ul style="list-style-type: none">• Asset Management Policy• GRAP compliant Fixed Asset Register	<ul style="list-style-type: none">• Safeguarding of assets• Management and control of asset movement• Non-appointment of Asset management champions in our directorates.• Poor communication between HR and Asset Management office during induction and exit of employees.
Opportunities	Threats
<ul style="list-style-type: none">• Procurement of Asset Management Scanners that can pull directly to the fixed asset register	<ul style="list-style-type: none">• Theft• Ownership disputes on assets without barcodes.

(7) Budget and Financial Reporting

The Municipality in accordance with the municipal Systems Act 32 of 2000, annually formulates an IDP/Budget process plan to guide the development of the annual budget and the review process of the IDP. This process enhances integration and alignment between the Integrated Development Plan and Budget, thereby ensuring the development of an Integrated Development Plan-based Budget. The reporting process is a continuous process in order to ensure the early identification of problem areas

and none or under performance. The municipality aims to continue with accountable and developmental orientated monetary management to sustain a sound fiduciary position and ensure compliance with all prescribed accounting standards.

It is in this regard that the Municipality annually reviews its budget policies, by-laws and internal controls. The municipality has further taken a step to ensure that all budgetary and financial reports as required by the MFMA are submitted timeously and in accordance with the stipulated frameworks and legislation.

6. Fleet Management

The municipality is in possession of the following vehicles, tractors, trucks and plant equipment for the execution of its functions in the municipal area.

i. Dedicated Vehicles

Vehicle	Office / Department
Toyota Fortuner	Office of the Mayor
• Toyota Fortuner	Office of the Speaker
• Nissan Qashqai	Community Services
• Chevrolet Cruze	Community Services
• Nissan Single cab	Community Services
• Nissan Bakkie X 1	Infrastructure Development and Human Settlement
• Nissan Double Cab	Pool Vehicle
Isuzu Double Cab	Pool Vehicle
• Nissan Almera	Pool Vehicle
• Isuzu (HMD 711 EC)	Community Services
• Chev Utility	Community Services
Isuzu single cab	Community Services (JCG 193 EC facilities)
Isuzu Single Cab	IDHS (JCG 191) Plant
Isuzu Single Cab	IDHS (JCG 196) electricity

ii. Trucks and Plant

Vehicle Make and Model

- Grader (x2)
- TLB – Loader (x3)
- W/Cutter Truck
- Tipper truck (x3)
- LowBed
- Water / Cart
- Tipper / Truck
- Smooth Roller
- Roller / Bomag
- Pad foot Roller

- Excavator
- Electricity truck-Tata
- Refuse Truck- UD Truck

iii. List of Tractors

All tractors are allocated to community services directorate

- Tractor CKM 266 EC
- Tractor FTS 135 EC
- Tractor BRN 739 EC
- Tractor CCW 543 EC
- Tractor CCW 550 EC
- Tractor FTS 128 EC

iv. List Trailers

- Trailers FTS 139 EC
- Trailer GHK 495 EC
- Trailer FFG 382 EC
- Trailer BZY 100 EC
- Trailer FBZ 279 EC
- Trailer FTS 142 EC
- Trailer BZY 102 EC
- Trailer BZY 096 EC
- Trailer BVB 264 EC
- Trailer BWR 774 EC

In the 2014/2015 financial year Council acquired five plant machinery for the maintenance of roads infrastructure. These equipment were adding to the existing plant equipment that the municipality was in possession of. Additional plant equipment was purchased in 2016/2017 resulting for an institution to have 13 plant machinery as well as 13 operators.

SWOT Analysis

Strengths	Weakness
<ul style="list-style-type: none"> • Implementation of Fleet Management Policy • Fleet management systems 	<ul style="list-style-type: none"> • Shortage of Pool Vehicles • Lack of Personnel • Skills gap
Opportunities	Threats
	<ul style="list-style-type: none"> • Capacity Building

3. CHAPTER 3 - MACRO-STRATEGY OF THE MUNICIPALITY

3.1 Introduction

The current reality analysis has shown that the municipality is faced with a daunting challenges marked by huge backlogs in service delivery, socio-economic problems of high unemployment and poverty levels. Solutions to these challenges can potentially be in conflict with or complement each other. For this reason, it is necessary for the municipality to have a macro strategy that will guide decision making when there are conflicting strategic options and also provide a basis for the allocation of scarce resources.

The macro strategy gives a high level interpretation of the vision and is based on the following key drivers:

- **Maximising development impact:** The strategy, in line with the vision, recognizes the need to achieve optimal impact with current resources and set of known constraints. In terms of this driver, the limited available resources must be directed towards interventions that will maximize development.

The strategy identifies the infrastructure cluster as the principal cluster on which larger capital budget resources and investments should be deployed in order to realize greater impact or outcomes.

- **Growing local economy:** The situational analysis concluded that the municipality has very limited space to increase local revenue, mainly because of high levels of poverty. Therefore LED will not only help improve the lives of the citizenry, it will also improve the chances of their municipality to be a better resourced local government. However, it has to begin with an organization that can think and coordinate and/ or manage significant initiatives in terms of LED.

It has to be able to get the municipality's initiatives to coordinate and synergise with others in a way that should lead to a major turnaround in the local economy.

- **Maintaining financial viability:** The strategy identifies as central to turning around the current development situation, the need to maintain sound financial discipline and viability. This will ensure that available resources are protected from misuse and properly channelled to priorities. The strategy identifies the need to balance proportional split of budget between internal operational and external capital delivery needs.

These initiatives may include introduction of some short to medium term "belt-tightening" measures.

- **Lobbying for authorities to compensate costs of delivery:** The situational analysis has demonstrated that most of the development initiatives that the municipality would like to see being implemented in the municipal area are a competency of other role-players and in particular the District Municipality and Provincial government. In some cases the resources for implementation are in the hands of parastatals, such as ESKOM and TELKOM, and private, sector such cell phone services providers.

It has also noted that there is no structured lobbying programme nor the necessary skills set that should develop such a programme and support the political structures in delivering on it in systematic way. Building this capacity is seen as a major driver of capacity building.

- **Capacity to regulate citizenry and deliver services:** It was also noted in the situational analysis that the municipality is running the risk of not governing the municipal area. There

is no enforcement of appropriate by-laws and the citizenry is beginning to act as if there is no local government. This is particularly the case with regard to actions that may harm the health of the citizenry.

It was also noted that the municipality is not delivering on a number of its important powers and functions. There is clearly a need to build capacity in this regard.

3.2 Municipal Vision, Mission and Values

(1) Municipal Vision

A municipality that delivers appropriate, sustainable and affordable services towards socio-economic growth for the development of its community.

(2) Municipal Mission'

Emalahleni Municipality promotes quality and excellent services that are valued by its customers through effective partnerships and active community participation as it plans for the future.

(3) Municipal Values

- **Responsiveness:** we will put in place systems to promptly respond to the needs, complaints and enquiries of our communities.
- **Cultural Diversity:** we will promote and enhance all cultures in our municipality.
- **Commitment:** we commit ourselves to clean governance and accountability.
- **Dignity:** we will treat every client with dignity, respect and disciplined manner.
- **Honesty:** we will discharge our mandate with honesty.
- **Innovation:** to encourage alternative and innovative systems to discharge service delivery.
- Adhered practice to Batho Pele Principles

3.3 Context of Emalahleni Strategy

(1) Legal Context

- Constitution of the Republic of South Africa, 1996
- Development Facilitation Act, 1995 (Act 67 of 1995)
- Local Government: Demarcation Act, 1998 (Act No 27 of 1998).
- White Paper on Local Government of 1998.
- Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000).
- Local Government: Municipal Structures Act, 1998 (Act No 117 of 1998).
- Local Government: Municipal Finance Management Act, 2003 (Act No 56 of 2003).
- Powers and Functions allocated by the Minister for Provincial and Local Government and MEC for Local Government in terms Sections 83 and 85 of the Municipal Structures Act, 1998 respectively.
- Intergovernmental Relations Framework Act, 2005 (Act No 13 of 2005).
- Municipal Property Rates Act 6 of 2004.
- Supply Chain Regularities.
- Performance Management Policy.

(2)National Context

Nationally, the Emalahleni strategy takes into cognisance and is aligned with national strategies and policies. These include the Reconstruction and Development Programme (RDP), the National Development Strategy (NDS), Spatial Development Framework (National Spatial Development Perspective) and the Accelerated and Shared Growth Initiative for South Africa (ASGISA). The national strategies emphasise the need to take advantage of the opportunities that exist in the area of tourism, forestry, bio fuels, development corridors, Joint Initiative on Skills on Priority Skills Acquisition (JIPSA), etc.

(3)Provincial Context

Provincially, the Growth and Development Programme (PGDP), whose objectives includes the development of human capital, infrastructural development and systematic eradication of poverty, emphasises the following:

- Diversification of Manufacturing Sector.
- Agrarian Transformation.
- Strengthening of food security.
- Pro-poor programming.

The Emalahleni Local Municipality considers the above and other policies and programmes that the provincial government comes up with in addressing the challenge of providing better life for all.

(4)Regional Context

Regionally, the Emalahleni Municipal Strategy considers the programmes of the district including its Integrated Development Plan, the District Growth and Development Strategy as well as the advantages that are brought about by Chris Hani District Municipality to the area's development.

(5)SWOT Analysis

This part of the strategy deals with the examination of the internal and external environment as it affects the Emalahleni Local Municipality. Identifying the negative and positive factors assists the municipality to determine the manner in which it can utilise its resources for improved service delivery.

The table below outlines the strengths, weaknesses, opportunities and threats in relation to the Emalahleni Municipality

SWOT ANALYSIS POINTS RAISED

4.6.1 KPA 1: Strengths:	KPA 2: Strengths:	KPA 3: Strengths:	KPA 4: Strengths:	KPA 5: Strengths:
<ul style="list-style-type: none"> • Qualified personnel in those positions currently filled • There is creative and innovative thinking capacity 	<ul style="list-style-type: none"> • Qualified personnel in position • Subsistence and commercial farming • Agro-processing facilities • Small-scale mining • Historical sites of attraction • Tourism facilities 	<ul style="list-style-type: none"> • Relevant experience and skills are available • Adequate policies • A fully populated organogram even though some positions still need to be filled for this KPA 	<ul style="list-style-type: none"> • Reviewed Commission Strategy • Local and district Communicators Forum • Availability of a Communication Policy (External only) • Public Participation Systems • CDW Round table • SPU Structures • Functional IGR Forum • A highly rated IDP document in 2015 / 16 Assessments • Functional Internal Audit unit and Internal Audit Charter • Positive AG's comments for last two years • Promptly intervening MM to Unit Offices in need. 	<ul style="list-style-type: none"> • Good implementation of HR policies • Development of procedure manuals done • Job descriptions written for 324 positions (yet there are none for MM and directors as one has learnt • Centralised paper based filing system (it is a weakness in this day and age • Updated council resolutions register • Developed a council calendar of events (though not synchronised with other critical municipal events – should be an opportunity

				<p>more than a strength)</p> <ul style="list-style-type: none"> • General capacitation of councillors and staff • Implementation of Wi Fi in municipality
<p><u>KPA 1:Weaknesses:</u></p> <ul style="list-style-type: none"> • Over reliance on grants • Lack of bulk infrastructure • Lack of training and development programmes • Poor contracts and project management • Over reliance on consultants • Unavailability of clear sector department plans • Insufficient plant and equipment. 	<p><u>KPA 2: Weaknesses</u></p> <ul style="list-style-type: none"> • Poor Infrastructure (roads, Water & electricity) • Limited budget for operations available • Planning • Lack of adequate M & E of projects 	<p><u>KPA 3: Weaknesses:</u></p> <ul style="list-style-type: none"> • Unclean governance practices still evident like unauthorised, irregular and fruitless and wasteful expenditure, poor planning and contract management affects SCM and expenditure • Poor internal controls need focus, supported by system integration and development and approval of 	<p><u>KPA 4: Weaknesses:</u></p> <ul style="list-style-type: none"> • Limited financial and other resources • Non-compliance with agreed Process Plan • Non submission of information in time • Shared Audit Committee Services • Too many people directly reporting to the MM • Minimum support of MPAC • Over reliance on student interns • Disjointed planning. 	<p><u>KPA5: Weaknesses:</u></p> <ul style="list-style-type: none"> • Shortage of staff • Non implementation of council resolutions by directorates • Lack of office space • Poor connectivity • Manual leave capturing leading to mismanagement of leave • LLF not fully functional

		<p>procedure manuals</p> <ul style="list-style-type: none"> Lack of a strong implementation and monitoring culture in ELM in general. 		
<p><u>KPA 1: Opportunities:</u></p> <ul style="list-style-type: none"> Development of design office Eradication of electricity backlog Introduction of sustainable roads construction strategies Improvement of quality on all infrastructure projects Beautification of Emalahleni towns EPWP General funding Opportunities still exist but are as yet unexplored. 	<p><u>KPA 2: Opportunities:</u></p> <ul style="list-style-type: none"> Interlink road (R56 and R400) between KZN – WC Natural Resources like waterfalls Reliable market for livestock Cheese factory Mining of coal, quarry and sand Agro-processing Farms are available, some even belonging to ELM Proximity to Queenstown for markets and State Support Cultural places of entertainment and tourism. 	<p><u>KPA 3: Opportunities:</u></p> <ul style="list-style-type: none"> Full use of technology – available technology is as yet not fully utilised Improvement of Asset Management – ELM assets are distributed over a very wide area making it difficult to manage them. Requires more personnel and use of GIS There is still room for the integration of information generated from the 	<p><u>KPA 4: Opportunities:</u></p> <ul style="list-style-type: none"> Strong relations with the district and sector departments Benchmarking – best practices Improved ICT connectivity Strong relations with communities through Mayoral Imbizo, Ward Committees and CDW's, NGO's, SALGA Working Groups, CHDM and COGTA Partnership and twinning agreement. 	<p><u>KPA 5: Opportunities:</u></p> <ul style="list-style-type: none"> There is an FET College within ELM Cooperation and partnerships agreements possible with province on many fronts Broadband connectivity for ELM

		system and thereby providing an opportunity to reduce the risk of fraud.		
<p><u>4.5.4 Threats:</u></p> <ul style="list-style-type: none"> • Theft • Corruption • Disasters • Climate change • Technological advancements. 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> • Unpredictable weather conditions • Climatic change may affect agricultural farming • A rather myopic private sector 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> • Irregular old contracts • Payments are made on the recommendation of directors while no assurance is guaranteed on the quality and rendering of service done. • Poor asset security opening chances for theft, losses and general abuse. • Weak ICT infrastructure and connectivity • SCOA poor implementation • ESKOM indigent database not updated regularly leading to inaccuracies in basic electricity service delivery. 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> • Lack of recognition of communication function • Misunderstanding of Public Participation function by many • Political Interference • Sector plans that are not yet in place • No-alignment of IDP, Budget and SDBIP • Non implementation of recommendations • Failure to have a risk Management person in position • General culture of non-compliance. 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> • Delays in the evaluation of jobs by CHDM JEC • Delays in vetting and verification of candidates • Inability to attract required scarce skills • Late submission of reports by directorates to compile agendas • Non-adherence to the council calendar of events by all.

3.4 Core elements of the Strategy

(1) Infrastructural Resource

Problem statement

- The municipality is rural in nature and has been faced with a number of challenges with regards to its dilapidating infrastructure, be it in the form of road and bulk services infrastructure. This is applicable to all its three towns

Possible solution

- The municipality has identified a bulk infrastructure project to respond to the status of the current infrastructure and uplift the community of the municipal area; by soliciting funding from the National Treasury. The objective of the project is provide sufficient bulk infrastructure to service the new Emalahleni Development Programme by upgrading infrastructure within the existing towns of Lady Frere, Indwe and Dordrecht
- This funding includes plans for the development of Council Chambers, 30 000m² shopping centre, housing development; bulk infrastructure including storage dams, water and waste water treatment works, bulk storage reservoir, bulk lines, outfall sewers and reticulation system.

All gravel roads to be upgraded to surfaced roads within the towns as well as the District roads; upgrading of parks and cemeteries

(2) Financial Resource

Problem statement

- The Municipality is mostly dependent on grants and has limited sources of funding. There are high levels of poverty and unemployment and as well as low levels of education, which poses a challenge where revenue generation and collection are concerned.

Possible Solution

- The Municipality must develop and/or review its revenue generation and collection strategies to improve own revenue and vigorously implement these.
- The implementation of projects of the municipality must, where possible, be done using the Expanded Public Works Programme (EPWP) as a way of creating job opportunities.
- Data Cleansing should be prioritised to ensure that there is accurate billing, which will in turn assure the municipality of collecting of some of its revenue.
- Credit Control and related policies must be intensely implemented to ensure that those who can afford, do pay for the rates and services provided to them.
- Implementation of high Impact LED programmes as identified in the IDP, Master Plan, SEA and SDF. This will in turn have positive spin offs to the revenue base.

(3) Systems Capacity

Problem Statement

- The data in the system is not always accurate, rendering the billing sometimes incorrect.

- The financial muscle of the municipality is not always accommodating of training on the systems because this is always very costly.

Possible Solutions

- Data cleansing should be done to ensure that correct information is on the system.
- More budget should be allocated to systems training (FMS) so that the municipality get value out of its investment.
- Negotiations / service level agreements with the service provider for the system must be entered into to level the playing field and as well ensure that the municipality always knows what to expect.

(4) Social Factors

Problem Statement

- The state of the Municipality regarding socio economic matters is a challenge; the majority of the population in the area solely depends on grants for their well-being.

Possible Solutions

- Development of strategies for job creation in all sectors of the economy would alleviate dependence on social grants.
- Involvement of the Municipality in the form of facilitating and monitoring the Sector Departments and how they deliver services to the communities can also improve the current state of affairs in the area.
- The municipal area is well known for its natural resource called coal, it has a mining company called Elitheni, which has acquired over 650 km² of mining and prospective rights in the municipal area. The company estimates that there is over 1 billion tons of coal available for mining which will benefit the community in the following areas:
 - Job creation
 - Improvement in the rail and road linkages
 - Establishment of subsidiary industries / businesses like accommodation for workers, mechanics (servicing), transport, security, etc.
 - Cheaper coal available for local market

(5) Climate Change

Problem statement

- Measured increases in average global temperature
- Extreme events: Rainfall; heat waves; droughts; hurricane intensity
- Glaciers/snow cap melt on land
- Wildfires increasing in frequency and intensity
- More intense longer droughts observed
- Intense drying observed resulting to decreasing water availability

Possible solution

- Understanding climate change challenges and response mechanisms there of
- Identify, select and prioritize projects that will respond to the climate change

3.5 Strategic Objectives

- To promote, facilitate and improve sustainable local economic development through identification and implementation of local economic development programs by June 2022.
- To provide, improve and maintain infrastructure and basic services to local communities and or households by June 2022.
- To ensure development and implementation of improved systems of communication, public participation and good governance in line with applicable laws and regulations by June 2022.
- To maintain and improve financial viability of the municipality.
- To ensure effective implementation and monitoring of municipal systems to achieve clean administration.

3.6 Conclusion

These are the strengths that the Municipality needs to build on, improve on and maintain. Evident from the analysis is that the Municipality is challenged where social services, infrastructural development and local economic development are concerned. This means that a concerted effort must be made by the municipality to address these service delivery issues as they affect the livelihood of the communities.

4. CHAPTER 4 - OBJECTIVES, STRATEGIES AND INDICATORS

4.1 Introduction

The municipality is required to develop and include in the IDP, objectives and strategies that will be employed to realise and improve the situation that currently prevails in the area.

It is also required to realise the objects of local government as set out in Section 152 of the Constitution of the Republic of South Africa, 1996

Chapter 5 and 6 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000 as amended) requires municipalities to consult with its communities in identifying and developing the indicators that will serve as yardsticks for communities to monitor implementation of the plans to help improve the service standards and improve the lives of the people

Below is a list of strategic objectives, strategies and indicators:

4.2 Objectives, Strategies, Indicators and Annual Targets

EMALAHLENI LOCAL MUNICIPALITY									
CONSOLIDATED INSTITUTIONAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN - 2018/2019									
Priority Area	Strategic Objective	Strategy	Key Performance Indicator	Baseline Indicator 2018/2019	Outcome Indicator	Budget Allocation	Funding Source	Indicator Code	Annual Target 2019/2020
KPA 1 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT									
Community Safety Programmes	To contribute in community safety programmes within the municipal jurisdiction by June 2020	Conduct Community Safety forum meetings	Number of community safety forum meetings conducted	8 Community Safety Forum (Justice Forum, Roads and Transport Forum; Community Safety Forum) meetings conducted	Reduction in number of traffic related offenses	R0	Opex		8 Community Safety Forum (Justice Forum, Roads and Transport Forum; Community Safety Forum) meetings conducted by 30 June 2020
		Improve the visibility of traffic officers on the road	Number of traffic law enforcement operations conducted	40 Law Enforcement operations conducted	Reduction in number of traffic related offenses	R0	Opex		40 traffic law enforcement operations conducted by 30 June 2020
		Monitor functionality of 3 Registration and Licensing Authorities	Number of Registration and Licensing Authorities Functional	3 Registration and Licensing Authorities Functional	Functional Licensing Authorities	R0	Opex		3 Registration and Licensing Authorities Functional (Lady Frere, Indwe, and Dordrecht) by 30 June 2020
		Process Learners and Driver's License Applications received	Number of Driving License Testing Centre functional	12 Driving License Testing Centre Reports	Functional Licensing Authorities	R0	Opex		1 DLTC functional

		Implement Pound Management Operations	Number of Animal Pounds functional	12- reports on pound management operations	Reduction of stray animals	R0	Opex		1 animal Pound functional
Waste and Environmental Management	To create a safe and clean environment for all people of Emalahleni Local Municipality by June 2019	Promote waste minimization and recycling	Number of recycling initiatives supported	4 recycling initiatives supported	Improved, safe and healthy environment	R0	Opex		2 recycling initiatives supported by 30 June 2020
	To create a safe and clean environment for all people of Emalahleni Local Municipality by June 2019	Collect Refuse in urban and township areas	Number of urban and township areas with access to refuse removal services	3 Urban areas and 10 townships with access to refuse removal service	Improved, safe and healthy environment	R300,000	Opex		7999 households in 3 Urban areas and 10 townships with access to refuse removal services by 30 June 2020
		Manage and maintain drop-off centers	Number of drop off centers managed and maintained	25 drop-offs centers	Well managed and maintained	R0	Opex		25 drop off centers managed

				managed and maintained	drop-off centers				and maintained by 30 June 2020
		Clear illegal dumping sites	Number of illegal dumping sites cleared	84 illegal dumping sites cleared	Reduced and controlled illegal dumping	R0	Opex		144 illegal dumping sites cleared by 30 June 2020
		Promote awareness on the impact of poor waste management by communities	Number of waste awareness programmes conducted	8 waste awareness campaigns conducted	Improved, safe and healthy environment	R0	Opex		12 Waste awareness campaigns conducted by 30 June 2020
Environmental Management	To create a safe and clean environment for all people of Emalahleni Local Municipality by June 2019	Implement Environmental Management Framework (EMF)	Number of Environmental Management Framework Programs implemented	3 Environmental Management Programmes implemented in 1 Lady Frere, 1 Dordrecht and 1 Indwe	Improved, safe and healthy environment	R70,000	Opex		3 Environmental Management Framework Programmes implemented by 30 June 2020
Disaster Management	To ensure a safe and secure environment through mitigating the negative impacts of disasters by June 2019	Implement the approved Disaster Management Plan	Number of Disaster Management Advisory Forum Meetings Convened	4 Disaster Management Advisory Forum Meetings convened	Improved response on disaster management incidents	R100 000	Opex		4 Disaster Management Advisory Forum Meetings convened by 30 June 2020

			Number of disaster awareness and Fire Fighting Campaigns conducted	16 Disaster Management awareness campaigns conducted	Improved response on disaster management incidents	R0	Opex		16 Awareness Campaigns on Disaster Management and Fire Fighting conducted by 30 June 2020
Provision of Electricity	To ensure provision of adequate electricity supply to all Emalahleni communities by June 2019	Perform annual audits on technical and non-technical losses of electricity to ensure minimum electricity losses	Number of actions undertaken to reduce electricity losses	4 actions undertaken to reduce electricity losses (Bulk Meters installed, 8 contract workers appointed, Stakeholder Engagement (Nersa and Eskom), Disconnection of illegal connections at Sinako, Electricity Master Plan developed	Generation of revenue through electricity services	R0	Opex		4 actions undertaken to reduce electricity losses by 30 June 2019

Building Control	To facilitate provision of human settlements by relevant sector departments in compliance with standards of building controls of ELM by June 2020	Expedite the approval of compliant building plans submitted to the municipality.	Percentage of compliant building plans submitted, processed and approved	Drawing Register 2018/2019	Compliant community with National Building Regulations and Building Standards Act	R0	Opex		100% Complaint building plans received, processed and approved by 30 June 2020
Human Settlement	To facilitate provision of human settlements by relevant sector departments in compliance with standards of building controls of ELM by June 2020	Facilitate submission of Title Deeds to the Deeds Office	Percentage of received title deeds applications submitted to the Deeds Office for Approval	Title Deed Register 2017/2018	100% of title deeds issued	R0	Opex		100% of received title deeds applications submitted to the Deeds Office for Approval by 30 June 2019
			Percentage of received housing applications captured onto the Housing Subsidy System for processing and approval by the Department of Human Settlements	100% of received housing applications captured onto the Housing Subsidy System for processing and approval by the Department	Increase number of registered beneficiaries in the national housing register	R0	Opex		100% of received housing applications captured onto the Housing Subsidy System for processing and approval by the Department of Human

				of Human Settlements					Settlements 30 June 2020
Roads and Storm Water	To ensure the provision of a comprehensive roads' infrastructure network by June 2020			2km of Access Road Gravelled in Ward 15 (Emaqwathini to Thembelihle)	Improved access roads	R1 728 884	MIG		5km of Access Road Gravelled in Ward 15 (Emaqwathini to Thembelihle) by 30 June 2020
		Implement, monitor and report on the approved Roads Infrastructure Plan	Number of km of gravel road maintained	9km gravel road maintained and 1 river crossing constructed in Ward 17	Improved access roads	R	Opex		15 km of gravel road in Ward 6, 10 and 13 maintained by 30 June 2020
Infrastructure Development		Implement, monitor and report on the approved Roads Infrastructure Plan	Number of meters of streets paved	200m of Cacadu internal streets in ward 4 paved	Improved roads infrastructure	R1 072 480	MIG		400m paved in Cacadu by 30 June 2020
				200m of Indwe Internal Streets paved	Improved roads Infrastructure	R540 000	Opex		200 meters paved in Indwe by 30 June 2020

				200m of Dordrecht Internal Streets paved	Improved roads Infrastructure	R2 482 170	MIG		600 m of roads paved in Dordrecht by 30 June 2020
			Number of meters of roads paved	400m of roads paved	Improved roads infrastructure	R5 603 172	MIG		1km of roads (internal streets) paved in Zakhele Location by 30 June 2020
					Improved roads infrastructure	R5 603 172	MIG		1km of roads (internal streets) paved in Sinako Location by 30 June 2020
				400 m of roads paved	Improved roads infrastructure	R2 262 304	MIG		1.6 km of roads paved in Indwe by 30 June 2020

Building/Facilities/ Amenities and Recreational Facilities	To ensure the availability of well-maintained and repaired buildings, amenities and recreational facilities to which the public has full access by June 2020	Construct a Park	Cacadu Park Constructed	Cacadu Park		R2 572 480.00	MIG		Cacadu Park Phase (2) constructed by 30 June 2020
		Develop a Cemetery	Number of Cemeteries developed	Rezoned Site		R2 262 304.00	MIG		1 Cemetery in Indwe developed by 30 June 2020
Building/Facilities/ Amenities and Recreational Facilities	To ensure the availability of well-maintained and repaired buildings, amenities and recreational facilities to which the public has full access by June 2020	Maintain existing municipal facilities (cemeteries, halls, municipal buildings)	Number of municipal facilities maintained	4 municipal facilities maintained ()	well maintained municipal facilities	R300 000 – Existing Municipal Offices R130 000 – WM Tsotsi Library	Opex		2 municipal facilities maintained (Existing Municipal Offices, WMTsotsi Library) by 30 June 2020
		Manage existing municipal facilities	Number of municipal facilities managed	Utilization register	well managed public amenities		Opex		32 Municipal facilities managed by 30 June 2020

Office Space	To ensure availability of office space for municipal employees by June 2019	Construction of Municipal Staff Offices using alternative construction methods	Percentage of Municipal Staff Offices constructed by 30 June 2019	Council Chambers, phase 1	Increased number of municipal offices	R2,000,000	Capex		30% of Municipal Staff Offices in Ward 4 constructed (Foundation) by 30 June 2019
Childhood Development	To ensure provision of Child Care facilities for Emalahleni Communities	Convene early childhood development forum meetings	Number of Early Childhood Development Forum meetings convened	3 Early Childhood Development Forum meetings convened	healthy and safe environment for children	R30 000 – Creche / Child Care	Opex		3 Early Childhood Development Forum meetings convened by 30 June 2020
Libraries	To ensure provision of library and information services for Emalahleni communities	Promote education and awareness on the library utilization	Number of new library users registered as members	200 new library users registered	Increased number of users	R0	Opex		200 New Library Users registered as members by 30 June 2019
			Number of library committee meetings convened	6 Library Committee meetings convened	Improved stakeholder relations	R0	Opex		6 Library Committee Meetings convened by 30 June 2020

Cemetery Development	To ensure availability of amenities to which the public has full access	Facilitate development and approval of Layout Plan for Indwe Cemetery	Lay-Out Plan for Indwe Cemetery developed and submitted to Council for approval	3 existing cemeteries	Improved Service Delivery	R130 000	Opex		Layout Plan for Indwe cemetery developed and submitted to Council for approval by 30 June 2020
Spatial Planning	To facilitate the development of land in a sustainable manner by June 2020	Facilitate Formal Registration of Cacadu	Facilitate Formal Registration of Cacadu (Extension 3 and 4) by Deeds Office	Mavuya Township in 2014/2015 (Indwe)	Proper Land Use Planning	R150,000	Opex		Facilitate Formal Registration of Cacadu (Extension 3 and 4) by Deeds Office by 30 June 2019
Street Naming	To ensure correct identification of streets by June 2019	Implement the Geographical Names Council Act	Percentage of Street Name corrected in Cacadu Town	100% Percentage of Street Name corrected in Cacadu Town	Compliance with Geographical Names Council Act	R60 000	Opex		100% of Street Name implemented in Dordrecht Town by 30 June 2020
Institutional Social Development	To promote social cohesion during implementation of projects between communities and the municipality by June 2020	Facilitate community engagement sessions during project implementation	Number of community engagement sessions facilitated during project implementation	7 Community engagement sessions facilitated	Improved Communities participation	R0	Opex		8 Community engagement sessions facilitated during project implementation by 30 June 2020

Land Use Management	To promote an orderly built environment by June 2020	Implement Spatial Planning and Land Use Management (SPLUMA)	Percentage of compliant land use applications received, processed and approved by AO or CHDM Tribunal	Development Register for 2018/2019, SPLUMA By-Law.	Compliance with SPLUMA	R180 000	Opex		100% compliant land use applications received, processed and approved by AO or CHDM by 30 June 2020
Indigent Support	To ensure provision of free basic services to indigent communities by June 2020	Review and update of the Indigent Register	Number of households receiving free basic service	3900 households receiving free basic service (Electricity)	Improved Service Delivery	R2 900 000	Opex		3900 households receiving free basic service (Electricity) by 30 June 2020
KPA 2: LOCAL ECONOMIC DEVELOPMENT									
Small Medium and Micro Enterprise Development	To facilitate formalization and support development of SMMEs within ELM by June 2020	Facilitate SMMEs formalization and advisory information services	Number of information dissemination and advisory sessions conducted	4 SMME information dissemination and advisory sessions facilitated	Sustainable SMME's	R75,000	Opex		4 SMME information dissemination and advisory sessions facilitated by 30 June 2020
		Support emergent businesses to build more economic capacity	Number of SMME's supported	1 SMME supported (Mphothulo Youth Project)	Sustainable SMME	R100 000	Opex		1 SMME supported (Mphothulo Youth Project) in Ward 1 by 30 June 2020

		Issue licenses of businesses and hawkers	Number of Business and Hawker licenses issued	20 Businesses and Hawkers licensed (6 Indwe, 8 Cacadu. and 6 Dordrecht	Revenue generation and sustainable SMME's	R0	Opex		20 Businesses licenses issued (6 Indwe, 8 Lady Frere and 6 Dordrecht) by 30 June 2020
Agricultural Development	To promote and support agricultural development by June 2020	Provide advisory support to farmers	Number of advisory sessions. conducted	3 Advisory sessions and 1 farmer's day conducted	Sustainable and capacitated farmers	R100 000	Opex		3 Advisory sessions (Crop Production, Livestock Improvement) in Cacadu (1), Indwe (1) and Dordrecht (1) conducted in ELM by 30 June 2020
		Brand Livestock	Number of livestock branded	500 livestock branded	Identifiable and traceable livestock	R80 000 – LED Strategy	Opex		500 livestock branded in ELM by 30 June 2020

		Market Livestock	Number of Livestock Marketing Sessions facilitated	2 Livestock Marketing Sessions facilitated	Socio-Economic Growth	R0	Opex		4 Livestock Marketing Sessions facilitated in Indwe (1), Dordrecht (1) and Cacadu (2) by 30 June 2020
		Develop funding proposal for operations of Xonxa and Tshatshu Irrigation Schemes	Number of funding proposals developed for operations of Xonxa and Tshatshu Irrigation Schemes	2 production assembly structures registered as co-ops	Improved livelihood	R0	Opex		1 proposal developed for operations of Xonxa and Tshatshu Irrigation Schemes by 30 June 2020
Forestry Management	To promote sustainable use of Forest Plantation by June 2020	Develop and submit Forestry Management Funding Proposal	Number of Forestry Management Funding Proposals developed and submitted to relevant stakeholders	3 Forestry management committees established in Ward 4, 12 and 2	Improved community involvement	R0	Opex		Forestry Management Funding Proposals developed and submitted to relevant stakeholders by 30 June 2020
	To promote economic development within Emalahleni LM by June 2020	Monitor implementation of the signed MOU between Ibuyambo and ELM	Monitor implementation of the signed MOU between Ibuyambo and ELM	RED Hub Facility	Improved Participation	R0	Opex		Monitor implementation of the signed MOU between Ibuyambo and

									ELM by 30 June 2020
Tourism Development and Heritage Management	To Implement Tourism and Heritage Management Plan by June 2020	Conduct Tourism Roadshows for Emalahleni Local Municipality .	Number of Tourism Roadshows conducted	4 Tourism Roadshows conducted	Sustainable SMME	R45000	Opex		4 Tourism Roadshows conducted in ELM by 30 June 2020
						R0	Opex		
		Conduct Tourism and heritage awareness programs	Number of Heritage events and awareness programmes conducted	Tourism and Heritage Awareness conducted	Improved Tourism and Heritage participation	R50 000	Opex		1 heritage event and 3 heritage awareness programs conducted in Cacadu, Dordrecht and Indwe by 30 June 2020

		Facilitate capacity building sessions for Tourism Establishments	Number of capacity building sessions facilitated for Tourism Establishments	4 Tourism capacity building sessions for Tourism Establishments facilitated Cacadu, Dordrecht	Functional LTO's	R0	Opex		4 Tourism capacity building sessions for Tourism Establishments facilitated Cacadu, Dordrecht and Indwe by 30 June 2020
Mining	To streamline mining activities for acceleration of socio-economic development within ELM by June 2020	To provide administrative support	Number of small-scale mining cooperatives provided with administrative support	SMME Support Plan	Improved livelihood	R30 000	Opex		5 small scale mining Cooperatives provided with administrative support in Indwe (Ward 15) by 30 June 2020
Job Creation	To improve economic development within ELM by June 2020	Create jobs to reduce unemployment in ELM jurisdiction	Number of reports on Job Creation Projects submitted to Council Structures for noting	17 Wards with Functional Community Works Programme	Improved livelihood	R0	CoGTA		4 reports on Job Creation Projects submitted to Council Structures for noting by 30 June 2020
			Number of jobs created through, Expanded Public Works, Project Hlasela and Indigent	163 Jobs created	Improved livelihood	R218 000 – Project Hlasela R2 261 000 – EPWP	Opex and Capex		220 Local People employed in Projects and Reported on EPWP MIS

			Registration Programme						System by 30 June 2020
KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
Communication	To ensure fully functional systems of internal and external communication by June 2020	Implement Communication Strategy programmes	Number of Communication Strategy programmes implemented	Approved Communication and Strategy	Informed Citizenry	R250 000	Opex		11 Communication Strategy programmes implemented by 30 June 2020
Customer Care	To Improve Customer Care Management by June 2019	Implement Customer Care Strategy programmes	Number of Customer Care Strategy programmes Implemented	Approved Customer Care Strategy	Improved Customer Care Service	R5 000	Opex		3 Customer Care Strategy Programmes Implemented (Resolution of complaints, 4 Customer Care Committee Meetings facilitated, Development and Implementation of

									Customer Service Standards) by 30 June 2020
		Implement Petitions Management Policy	Number of forum meetings on petitions submitted	Approved Petitions Management Policy	Improved Customer Satisfaction		Opex		4 Petitions Management Meetings convened.
Community Participation	To improve community participation in the affairs of the municipality by June 2020	Implement public participation strategy programmes	Number of Public Participation Strategy Programmes Implemented	Approved Public Participation Strategy	Improved Community Participation	R80 000 – Mayoral Imbizo R100 000 – Ward Committee Meetings	Opex		5 Public Participation Strategy Programmes Implemented by 30 June 2020
			Number of Ward Committee Capacity Building Programmes implemented	1 Ward Committee Capacity Building Programme implemented	Capacitated Ward Committees	R100 000	Opex		1 Ward Committee Capacity Building Programme implemented by 30 June 2020
			Number of Initiation Forum Meetings conducted	4 Initiation Forum Meetings conducted	Reduction of deaths at Initiation Schools	R0	Opex		4 Initiation Forum meetings conducted by 30 June 2020
		Conduct Ward War Room Sessions	Number of Ward War Room Sessions conducted	38 Ward War Room sessions conducted	Enhanced Community Participation	R0	Opex		20 Ward War Room Sessions

									conducted by 30 June 2020
Legal Compliance	To ensure an effective municipal governance in line with applicable legislation by June 2020	Develop and review by-laws, policies, procedures and strategies across all municipal functions based on directorate submissions.	Number of by-laws, policies, strategies, and procedures developed based on Directorate submissions.	5 Policies developed, 5 policies reviewed, and 5 by-laws reviewed based on Directorate submission		R0	Opex		5 By-Laws, 5 Policies, 5 Strategies developed, 5 policies reviewed based on Directorate submissions by 30 June 2020
Internal Audit	To ensure effective Audit and Corporate governance function that will result in improved compliance and clean administration by 2019	Review municipal internal controls through execution of the Internal Audit Plan	Risk based Internal Audit Plan submitted to Audit Committee for approval	2018/2019 Risk based Internal Audit Plan	Functional Internal Audit	R0	Opex		2019/2020 Risk based Internal Audit Plan submitted to Audit Committee by 31 July 2019
			Number of reports on progress against approved IAP submitted to AC for noting	4 reports in 2018/2019	Improved audit Outcome	R0	Opex		4 progress reports against approved IAP submitted to AC for noting by 30 June 2020
		Convene regular audit committee meetings	Number of Audit Committee meetings convened	4 AC meetings in 2018/2019	Functional Audit Committee	R330 000	Opex		4 Audit Committee meetings

									convened by 30 June 2020
			Number of Audit Committee reports on its activities submitted to Council for noting	4 AC reports submitted to council in 2019	Functional Audit Committee				4 Audit Committee reports submitted to council for noting by 30 June 2020
		Monitor the implementation of the audit outcome improvement plan	Number of AOIP follow up reports submitted to the AC.	3 AOIP Follow up reports submitted to AC	Improved Audit Outcomes				3 follow up reports on the implementation of the AOIP by 30 June 2020
MPAC	To achieve clean administration by June 2019	Implement MPAC Practical Guidelines 2011	Number of municipal public accounts committee meeting convened	4 MPAC Meetings convened	Clean administration	R0	Opex		4 Municipal public accounts committee meetings convened by 30 June 2020
			Number of quarterly municipal public accounts committee reports submitted to Council for noting	4 municipal public accounts committee reports submitted		R0	Opex		4 Quarterly Municipal Public Accounts Committee Reports

									submitted to Council for noting by 30 June 2020
Risk Management	To ensure that the municipality operates free of anticipated risk of maladministration, fraud and corruption by June 2019	Implement Risk Management Strategy and Operational Plan	Number of Risk Management Strategies and Operational Plan Implemented	Risk Management Strategy and Risk Management Committee	Acceptable risk levels	R0	Opex		1 Risk Management Strategy and Operational Plan implemented by 30 June 2019
			Number of risk Management Committee Meetings convened	Risk Management Strategy and Risk Management Committee	Acceptable risk levels	R0	Opex		4 Risk Management Committee Meetings convened by 30 June 2019
Fraud Management	To ensure that the municipality operates free of anticipated risk of maladministration, fraud and corruption by June 2019	Implement Fraud and Anti-Corruption prevention plan	Number of Fraud and Anti-Corruption Prevention Plans Implemented	Fraud Prevention Plan		R10 000 – Risk and Fraud Management	Opex		1 Fraud and Anti - Corruption Prevention Plan implemented by 30 June 2019
	To maximize participation of all	Implement IGR strategy	Number of IGR Meetings convened	IGR terms of reference	Coordinated IGR	R0	Opex		

Inter-Governmental Relations	external and internal stakeholders by June 2019								4 IGR Meetings convened by 30 June 2019
Budget and Reporting	To achieve clean administration by June 2020	Develop a comprehensive Audit Action Plan	2018/2019 Audit Action Plan developed and submitted to Council for approval	2017/2018 Audit Action Plan	Clean Administration	R0	Opex		2018/2019 Audit Action Plan developed and submitted to Council for Approval by 30 June 2020
KPA 4: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT									
Human Resources	To develop the skills of the workforce and unemployed youth to enhance their competencies by June 2019	Implement the HRD Strategy	Number of HRD Strategy Programmes implemented: Training Interventions, Implementation of Recognition of Prior Learning, Monitoring of In-service Training and Internal Bursary	4 HRD strategy programmes implemented	Skilled and capable workforce	R50 000 – Bursaries R20 000 – Training of Staff R620 000 - Learnership	Opex		3 HRD Strategy programmes implemented (Workplace Skills Programme, Inservice Training & Learnership) by 30 June 2019

Individual Performance Management System	To develop the skills of the workforce by June 2019	Implement PMS Framework Policy and Procedure Manual	Level of compliance with the PMS Framework Policy and Procedure Manual	Accountability Agreements for Managers and Practitioners	Improved Culture of Performance		Opex		100% Performance and Accountability Agreements signed and implemented by 30 June 2019
Recruitment	To redress the imbalances of the past in the workplace by June 2019	Implement Employment Equity Plan	Number of reports on the implementation of 2018/2020 Employment Equity Plan submitted to Council Structures for noting	Approved Employment Equity Plan for 2017/2018	Organizational transformation	R0	Opex		4 Quarterly Reports on implementation of 2018/2019 Employment Equity Plan submitted to Council Structures for noting by 30 June 2019
Human Resources	To provide Human Resources Support to all Directorates in the Municipality by June 2020	Implement the Human Resources Plan	Human Resources Plan implemented	Approved Human Resources Plan	Improved Service Delivery	R0	Opex		Human Resources Plan Implemented () by 30 June 2020

Occupational Health and Safety	To ensure a healthy and safe working environment for councilors and officials by June 2019	Implement OHS Strategy Programmes	Number of OHS Strategy Programmes Implemented	05 OHS Strategy Programmes implemented	Healthy and Safe environment	R450 000	Opex		5 OHS Strategy Programmes implemented by 30 June 2019
Information and Communication Technology	To provide an integrated ICT System that will ensure safety of information by June 2020	Implement ICT projects	Number of ICT Projects Implemented	3 ICT Projects Implemented	Improved Network Connectivity	R0	Opex		2 ICT Projects implemented by 30 June 2020
		Implement ICT Governance Framework	Number of quarterly reports on implementation of the ICT Governance Framework submitted to Council Structures for noting	Approved ICT Governance Framework	Improved ICT Governance	R0	Opex		4 quarterly reports on the Implementation of the ICT Governance Framework submitted to Council Structures for noting by 30 June 2020
Council Support	To ensure an effective system of municipal governance in line with applicable legislation by June 2020	Convene Statutory Meetings in line with the approved Council Calendar	Number of Statutory Meetings convened in line with the approved Council Calendar	12 Statutory Meetings convened	Well-Coordinated Institutional Programmes				12 Statutory Meetings (4 Council Meetings, 4 Standing Committees and 4 Section 79 Meetings)

									convened in line with the approved Council Calendar by 30 June 2020
		Implement Council Rules of Order	Council Rules of Order Implemented	Approved Council Rules of Order	Well-Guided Council Activities				Council Rules of Order implemented by 30 June 2020
		Prepare and submit quarterly reports on implementation of Council Resolutions	Number of quarterly reports on implementation of Council Resolutions prepared and submitted to Council for noting	4 Quarterly Reports submitted	Improved Institutional Performance				4 Quarterly Reports on implementation of Council Resolutions prepared and submitted to Council for noting by 30 June 2020
Legal Services	To ensure an effective system of municipal governance in line with applicable legislation by June 2019	Monitor municipal litigation	Number of quarterly reports on legal claims or contingency register updates submitted to Council Structures for noting	4 quarterly reports on legal claims or contingency register submitted	Improved municipal legal services	R100,000	Opex		4 quarterly reports on legal claims or contingency register updates submitted to Council Structures for noting by 30 June 2019

		Monitor municipal compliance with applicable legislation	Number of quarterly reports on municipal compliance with legislation submitted to Council Structures for noting	4 Quarterly reports on municipal compliance	Improved legislative compliance	R50 00	Opex		4 Quarterly reports on municipal compliance with legislation submitted to Council Structures for noting by 30 June 2019
	To an ensure provision of quality legal service by June 2019	Monitor the performance of appointed panel of external attorneys	Number of reports on performance of appointed panel of external attorneys submitted to Council Structures for noting	4 Reports submitted on the performance of the appointed panel of attorneys	Improved municipal legal services	R0	Opex		4 Quarterly Reports on performance of the appointed panel of external attorneys submitted to Council Structures for noting by 30 June 2019
Archives and Records Management	To ensure an effective system of municipal governance in line with applicable legislation by June 2020	Implement electronic document management system	Number of paper-based file documents converted to EDMS	200 paper-based filing converted to EDMS	EDMS functioning	R0	Opex		200 paper-based file documents converted to EDMS by 30 June 2020

		Facilitate disposal of old records in line with applicable legislation	Number of destruction certificates issued by Provincial Archives for disposal of old records facilitated	1 destruction certificate issued in 2018/2019		R0	Opex		1 destruction certificate issued by Provincial Archives for disposal of 100 old records facilitated by 30 June 2020
Asset Management	To ensure an efficient and effective fleet management system by June 2020	Implement the Fleet Management Policy	Number of quarterly reports on implementation of fleet management policy submitted to Council Structures for noting	4 quarterly reports submitted to Council Structures	Improved asset management	R250,000	Opex		4 Quarterly Reports on Implementation of Fleet Management Policy submitted to Council Structures for noting by 30 June 2020
Special Programmes	To streamline special programs by ensuring functionality of all special programmes structures by June 2020	Implement the approved Special Programmes Strategy	Number of SPU strategy programs implemented	Approved SPU Strategy	Social Cohesion	R1,480,000 R25 000 – Children Support Programme R50 000 - Disability Project R30 000 – Career guidance	Opex		8 SPU strategy programs Implemented (Field band Support, Mayor's Cup, Golden Games, Nelson Mandela Day, Golf Day, Women's Day, Disability Day,

						R590 000 – Fieldband R500 000 – Mayoral Cup R90 000 – Nelson Mandela Day R65 000 – Woman's Forum R29 250 – Youth Council R21 150 – Youth Development			Youth Day) by 30 June 2020
HIV/AIDS	To streamline programmes for the prevention of new HIV/AIDS Infections by June 2019	Implement the South African National Strategic Plan on HIV, TB, and STIs	South African National Strategic Plan on HIV, TB and STIs	4 HIV/AIDS Strategy programmes implemented	Reduction in New HIV/AIDS Infections	R20 000	Opex		South African National Strategic Plan on HIV, TB and STI (1 Programme) Implemented by 30 June 2020
			Number of LAC Meetings conducted	4 LAC Meetings conducted		R0	Opex		4 LAC Meetings conducted by 30 June 2020
Employee Wellness	To provide appropriate	Implement Employee Wellness Programs		4 Employee Wellness		R60 000	Opex		4 Wellness programs

	Human Resource to support all directorates by June 2019		Number of employee wellness programs implemented	programs implemented	Improved Institutional Performance				implemented (Change Management, Healthy Lifestyle, Team building programme) by 30 June 2019
Labor Relations	To provide appropriate Human Resource to support all Directorates by June 2019	Coordinate sitting of Local Labor Meetings	Number of Local Labor Forum Meetings Convened	4 Local Labor Forum Meetings convened	Labor Stability	R0	Opex		4 Local Labor Forum Meetings Convened by 30 June 2019
	To provide appropriate Human Resource to support all Directorates June 2019	Update and Maintain Disciplinary action database	Disciplinary Action database updated and maintained.	2017/2018 disciplinary action database	Improved Compliance with Labor Relations	R0	Opex		Disciplinary database updated and maintained by 30 June 2019
Integrated Development Planning	To ensure a developmentally oriented planning institution in line with requirements of local government laws and regulations by June 2019	Compliance with the legislated IDP processes and procedures	IDP/PMS and Budget process plan developed and implemented	IDP/PMS and Budget Process Plan 2018/2019 developed and approved	Credible IDP	R100,000	Opex		IDP/PMS & Budget Process Plan 2019/2020 reviewed and Implemented by 30 June 2019

		Develop and implement a responsive institutional plan	Number of IDP documents developed and submitted to Council structures for approval	2017/2022 IDP developed – 2018/2019 reviewed IDP	Development Planning	R0	Opex		1 IDP reviewed and submitted to Council structures for approval by 30 June 2019
Institutional Performance Management	Institutional Performance Management by June 2019	Implement and review the Performance Management Framework, policies and procedures	Number of Annual reports developed, approved by Council and published	Annual Report 2016/2017 developed and approved	Improved service Delivery	R0	Opex		1 Annual Report for 2017/2018 developed, submitted to Council for approval and published by 30 June 2019
			Implementation of Performance Management Framework, Policy and Procedure Manual	Reviewed Performance Management Framework, Policy and Procedure Manual	Improved service Delivery	R100,000	Opex		Reviewed Performance Management Framework, Policy and Procedure Manual implemented by 30 June 2020
KPA 5: FINANCIAL VIABILITY AND MANAGEMENT									

Supply Chain Management	To implement proper supply chain protocols in compliance with the MFMA legislation by June 2020	Implement SCM Policy and SOP	SCM Policy and SOP Implemented	Approved Supply Chain Management Policy and SOP	Improved compliance with SCM legislation	R0	Opex		Supply Chain Management Policy and SOP implemented (Procurement Plan developed and implemented; Supplier Database Updated and 4 scm Quarterly Reports submitted to Council for noting) by 30 June 2020
		Implement SCM Policy	Percentage of procurement awarded to suppliers within the province	30% of procurement awarded to suppliers within the province	Compliance and alignment with government policy	R0	Opex		30% of procurement awarded to suppliers within the province by 30 June 2020
Budget and Reporting	To improve compliance and adherence to legislation by June 2020	Develop a comprehensive audit file to support GRAP Compliant Annual Financial Statements	2017/2019 GRAP Compliant Annual Financial Statements developed and submitted to AG by 31 st August 2019	2017/18 Annual Financial Statements	Improved compliance with MFMA legislation	R0	Opex		2018/2019 GRAP compliant Annual Financial Statements developed and submitted to AG by 31 August 2019

		Respond to all request for information by Auditor-General	Percentage of submission of information requested by AG for 2018/2019 and 2019/2020 audit	2017/2018 RFI Register	Clean Administration	R0	Opex		100% submission of Information requested by AG for 2018/2019 and 2019/2020 audit by 30 June 2020
		Compile and maintain a GRAP compliant fixed assets register	GRAP compliant fixed asset register for 2019/20 compiled and maintained	2018/19 Fixed Assets Register compiled and maintained	Clean Administration	R0	Opex		GRAP compliant fixed assets register for 2019/20 developed and maintained by 30 June 2020
		Implement the budget and reporting regulation	adjustment budget for the 2019/20 financial year compiled and submitted to Council for approval	2018/19 Adjusted Budget	Improved compliance with the MFMA and Budget and reporting regulations	R0	Opex		Approved 2019/20 budget implemented. Adjustment Budget for the 2019/20 financial year compiled and submitted to Council for approval by 28 February 2020
			2020/21 Budget compiled and	2019/20 Adjusted Budget		R0	Opex		2020/21 Budget compiled and

			submitted to Council for approval						submitted to Council for approval by 30 June 2020
		Prepare MFMA reports as required by the MFMA legislation	Number of MFMA required reports submitted to Treasury for compliance	18/19 MFMA reports		R0	Opex		8 Monthly, 1 half year and 4 Quarterly MFMA reports developed and submitted Treasury for compliance by 30 June 2020
Expenditure Management	To implement proper expenditure management in compliance with legislation by June 2020	Perform reconciliation of payroll	Number of payroll reconciliations performed.	12 Payroll reconciliations (2018/19)	Clean Administration	R0	Opex		12 payroll reconciliations prepared and balanced to the general ledger by 30 June 2020
		Pay creditors within 30 days	100% payment of creditors within 30 days	12 Creditors Age Analysis and Unpaid creditors reports for 2018/2019	Improved Compliance with MFMA Legislation and Expenditure	R0	Opex		100% payment of creditors within 30 days as per legislated framework by 30 June 2020

Revenue Management	To increase the amount of revenue collected annually by June 2020	Compile 2019/20Supplementary Valuation roll.	2019/20 Supplementary Valuation roll compiled and certified by Valuer, and approved by Council	2018/19 Supplementary. Valuation Roll	Improved correctness of debtor's information on the billing system	R0	Opex		2019/20 Supplementary valuation roll compiled and certified by Valuer and approved by Council by 30 June 2020
		Implement credit control and debt collection policy	%(Percentage) Improvement in the revenue collection rate	6% Collection rate	Improve the financial viability of the Municipality.	R0	Opex		60% revenue collection rate achieved by 30 June 2020
		Develop revenue streams registers	Number of revenue streams registers that are balanced to general ledger developed	2018/2019 Registers	Completeness of Revenue	R0	Opex		4 revenue streams registers that are balanced to general ledger developed by 30 June 2020

Cash Management	To ensure efficient, effective cash flow management by June 2020	Perform Cost coverage calculation in line with legislation	Cost Coverage ratio exceeding 2	2018/19 cost coverage ratio	A sound working capital ratio	R0	Opex		Cost -coverage ratio exceeding 2 Cost by 30 June 2020
		Develop Investment register that balances to the general ledger and bank statements	Investment register that balances to the general ledger and bank statements developed and maintained	2018/19 Investment register	Improved internal controls	R0	Opex		Investment register that balances to general ledger and bank statement developed and maintained by 30 June 2020

5. CHAPTER 5 - INSTITUTIONAL GOVERNANCE

5.1 Introduction

The Emalahleni Local **Municipal Council** is the ultimate political decision-making body of the municipality. The Mayor of Emalahleni Local **Municipal Council**, Councillor N Koni, takes overall strategic and political responsibility for the municipality, while the acting Municipal Manager, Mr N Mntuyedwa, heads the municipality's administration and provides the link between the political and administrative arms of municipality government. Ward councillors are the municipality's key link between the municipal government and the residents whilst the heads of departments and officials are responsible for physically implementing policy

5.2 Political Governance

5.2.1 Council

The municipality has Thirty-Four Councillors (34): Seventeen (17) Councillors were elected in terms of the system of proportional representation and Seventeen (17) Councillors represent wards. The first Council Meeting held in 2016 elected the Mayor, Council Speaker and Chief Whip. The Mayor has an Executive Committee of five members.

POLITICAL STRUCTURE

Mayor	:	Cllr N. Koni
Speaker	:	Cllr Kalolo
Chief Whip	:	Cllr N Lali
MPAC Committee	:	Chairperson – Cllr Mapete

5.2.2 Council Speaker

The following activities are performed by the Speaker of Council:

- Presides over meetings of Council
- Ensures that council meetings are held at least quarterly
- Ensures that council meetings are conducted in accordance with the rules of order of the council

5.2.3 Chief Whip of Council

Performs duties that are delegated to him/her by Council

5.2.4 Mayor and Executive Committee

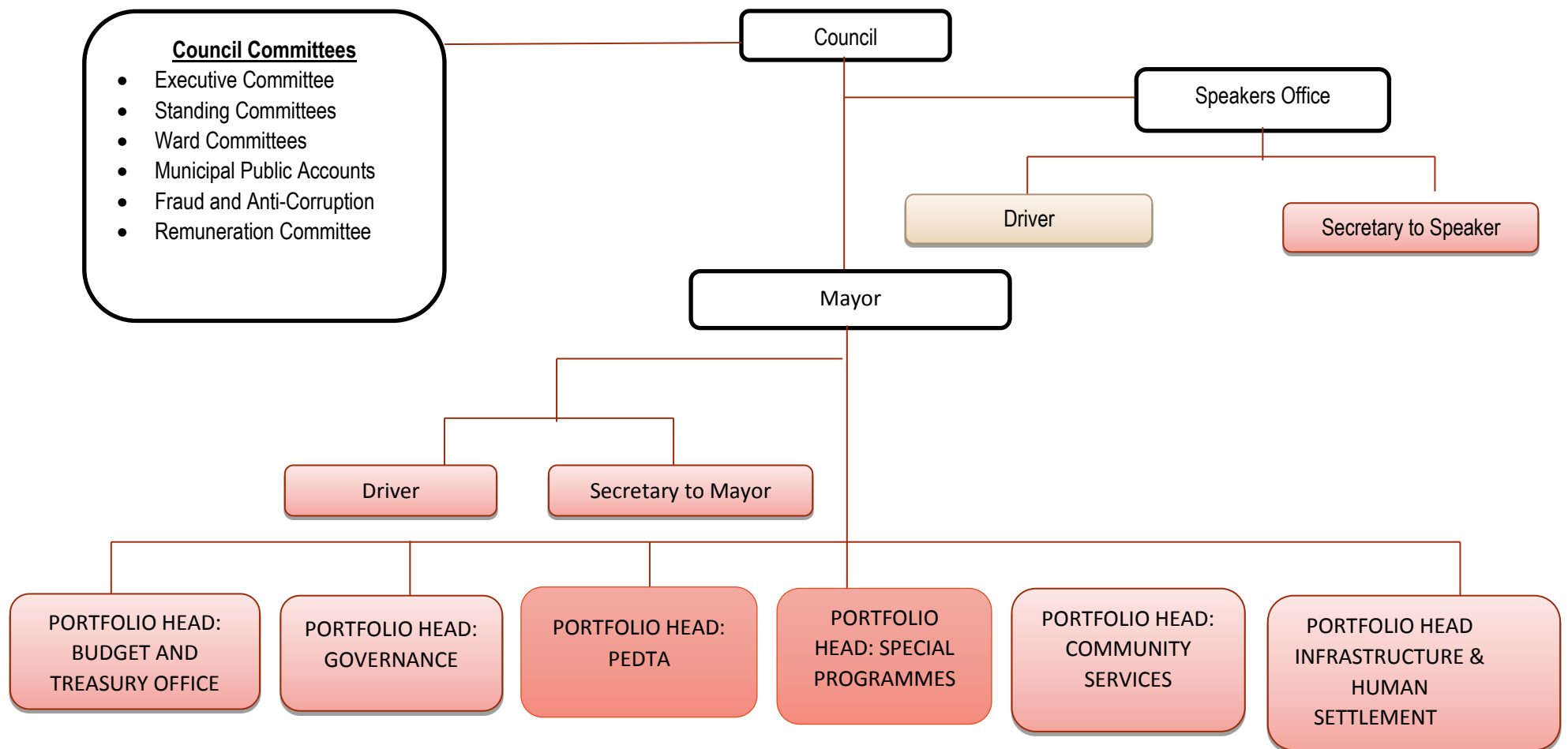
The Mayor presides at meetings of the executive committee, performs duties, including any ceremonial functions and exercise the powers delegated to the Mayor by Municipal Council or the executive committee.

The political decision making at ELM is supported by the Executive Management Committee. All recommendations from the Executive Management Committee are put forward to the relevant Portfolio Committees, who then make recommendations to the Executive Committee.

Once the Executive Committee has accepted the recommendation, recommendations are made to the Council. Council is then able to take the final decision on the matter. In the few

cases where there is no consensus on a matter within Council, the issue will go to vote. Once the Minutes of the Council meeting have been adopted, the responsibility lies with the Accounting Officer to ensure that actions are taken to implement such resolutions.

Below is a graphical presentation of the macro political structure of our municipality:



5.3 Administrative Governance

5.3.1 Role of Municipal Manager

The Municipal Manager heads the municipality's administration and provides the link between the political and administrative arms of municipality government.

5.3.2 Institutional Arrangements (Per Directorate)

The institution has the following directorates that form part of the reviewed organisational structure and, a detailed structure is presented in the page following this one:

- ✓ Office of the Municipal Manager
- ✓ Corporate Services
- ✓ Budget and Treasury Office
- ✓ Community Services
- ✓ Planning, Economic Development, Tourism and Agriculture
- ✓ Infrastructure Development and Human Settlement Services

5.4 Organisational Structure

The current organisational structure was approved by Council in 2013 for a period of three (3) years ending in June 2016. The cycle of the organisational structure is ending in the current financial year, after annual reviews and last review was done and approved in May 2015.

The municipality has not reviewed the organisational structure for the 2017/2018 financial year due to the fact a Business Process Re-engineering project of the institution has been commenced with and will be implemented, which has a direct effect on the organisational design. The organisational structure will only be available after completion of the Business Process Re-engineering

6. CHAPTER 6 – COMMUNITY PARTICIPATION

6.1 Introduction

The South African Constitution is underpinned by principles of good governance, also highlighting the significance of public participation as an integral part of successful good local governance. Section 152 of the Constitution of the Republic of South Africa, 1996; confirms a number of citizen rights and more specifically, the rights of communities to be involved in local governance.

The municipality is obliged to encourage the involvement of communities and community organizations in local government. This obligation extends to the entire way in which the municipality operates and functions.

The principle behind the public participation is that all the stakeholders affected by a public authority's decision have a right to be consulted and contribute to such decisions. Considering the above, this means that public participation provides the community an opportunity to contribute in the decision-making processes of a municipality in a structured manner.

Public participation forms part of building and deepening our democracy, by ensuring transparency and accountability. It is about involving communities in decision-making so that they can own the processes, buy-in and credibility, and lends legitimacy to decision-making.

6.2 Legal Background

Section 152 of the Constitution of the Republic of South Africa, 1996; states that citizens and communities have rights to be involved in local governance.

Chapter 4, Section 16, of the Local Government: Municipal Systems Act, 2000 (32 of 2000 as amended) depicts that a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and for this reason must:

Encourage and create conditions for the local community to participate in the affairs of the Municipality including the: The preparation, implementation and review of the Integrated Development Plan (IDP) in terms of Chapter 5 of the Municipal Systems Act. The establishment and Implementation of the review of its Performance Management System in terms of Chapter 6. The monitoring and review of its performance, including the outcomes thereof of such performance. Preparation of its budget and strategic decisions relating to the provision of the Municipal Services in terms of Chapter 8.

6.3 Community Participation Mechanisms

The municipality designed mechanisms that will facilitate the inclusion of all groups in the decision-making processes of the municipality to strengthen participation of the community in the municipal affairs.

6.3.1 Mayoral Programmes (Outreach)

The Mayor in conjunction with public participation unit drafted an annual programme of Mayoral Imbizo's for the 2018/2019 financial year. The Imbizo's are held on an annual basis to afford the community an opportunity to have direct access with the Mayor and interact with the members of the community on municipal affairs.

The Mayoral Imbizo's were held in November 2018, to engage members of the community on the draft annual report 2017 / 2018 for comments and inputs.

6.3.2 IDP/PMS and Budget Community Participation Programmes (Road shows)

In November 2018, the municipality had roadshows in all the wards, where community meetings were held to confirm the community needs and needs being included in the draft reviewed IDP 2019 / 2020.

In line with the legislative requirements, the municipality adopted its draft IDP in March 2019, and in line with the same legislative requirements, the municipality conducted IDP Roadshows in April 2019, following is the adoption of the final draft IDP at the end of May 2019.

Draft IDP 2019 – 2020 and Draft Budget 2019-2022 were tabled to Council end March 2019 with prioritised development needs, budget allocations and new tariffs.. Further aim to those engagements were to get inputs as well as comments on the adopted draft IDP.

6.3.3 Council Programmes

(1) Ward Committees

A plan for election of Ward Committees was adopted after the Inauguration of Councillors in August 2016 which resulted to the appointment of 170 Ward Committees. The Ward Committees were sworn in, inducted and trained.

(2) Traditional Leadership participating in Council

The municipality is one of the most rural municipalities in the Chris Hani District which makes it a requirement and possible to liaise with Traditional Leaders on matters affecting the members of the traditional authorities. The municipality is yet to establish protocols on how public participation can be integrated with traditional authorities to provide support where it is required in consultation with traditional council.

Council took a resolution back in 2016 to include traditional leadership in the Council of Emalahleni Local Municipality and 7 Traditional Leaders from the municipal area are participating in Council and Council standing committees of the Municipality.

(3) Community Development Workers

The Community Development Workers (CDW's) are the officials employed by Department of Cooperative Governance and Traditional Affairs. The Community Development Workers forms part of the Ward Committee at Ward level and are involved in all ward committee processes and activities of the ward as whole. Community Development Workers are supposed to be involved in all council activities as they are the foot soldiers at ward level who understand and work close to the people.

Emalahleni Local Municipality currently have 10 functional CDW's for Ward 1, 2, 3, 5, 7, 8, 9, 10, 14 and 15. Ward 4 and 6 CDW's resigned while Ward 16 and 17 are awaiting new appointments. Community Development Workers for Ward 11, 12 and 13 were absconded and the matter is taken care of by the Department of Labour through CoGTA.

6.4 Ward Based Planning

With the assistance of the Chris Hani District Municipality, the municipality managed to develop a Ward Based Plan report for each ward, which highlighted the following priority areas, outcome anticipated by the community and strategies.

1. Introduction

A Ward Development plan identifies the strengths and weaknesses of a defined area (the ward). It also provides practical actions that will result in an improved community. The Ward Development Plan does three essential things. First it provides a VISION of what the ward/community should look like over a period of time, sets out clear DEVELOPMENT OBJECTIVES which the municipality in conjunction with other stakeholders should pursue to achieve that vision, and gives/proposes an ACTION PLAN to reach those goals.

2. Background

Emalahleni Municipality develops its Integrated Development Plan on the basis of a credible community participatory planning process. All wards will produce a ward development plan, which will be inform by inputs from the Municipal Executive Management, the various Ward Committees and the broader community per ward. These plans will ultimately inform the Municipality of the priorities of each ward, help the Municipality decide on the service delivery and developmental objectives for the whole area, and also help guide the Ward in what it will do to take forward its own development programme, with support from a variety of stakeholders.

Councils approved IDP and Budget Process Plan makes provision for the development of Ward Plans as an outcome indicator based on the principles of Community Based Planning which are as follows:

- Poor people are included in the planning process
- Plans, and the planning process, must be realistic and practical
- Planning must be linked to legitimate structures like ward committees
- Planning should include implementation, monitoring, evaluation and annual review
- The plan must be people-focused and empowering
- The plan should be built on strengths and opportunities rather than focus on problems
- Plans must be holistic and cover all sectors
- Planning must promote mutual accountability between communities and officials
- There must be commitment by councillors and officials to the whole process.

3. Legal Framework

3.1 Constitution of the Republic of South Africa (1996) requirements:

Section 152 assigns a clear developmental role to local government amongst other things it:

- It mandates local government to provide democratic and accountable government for local communities.
- Ensure the provision of services to communities in a sustainable manner.
- Promote social and economic development.
- Promote a safe and healthy environment.
- Encourage the involvement of communities and community organisations in the matters of local government.

3.2 White Paper on Local Government, 1998:

Puts forward a vision of a developmental local government, which centres on working with local communities to find sustainable ways to meet their needs and improve the quality of their lives.

3.3 Municipal Systems Act, 2000:

Mandates municipality to develop a culture of municipal governance and create conditions for the local community to participate in the affairs of the municipality. Mandates municipalities to develop and implement IDP. Municipal Systems Act, Chapter 4 prescribes:

- Encourage and create conditions for community participation [Section 16 (1)]
- Build the capacity of the community to participate effectively [Section 16 (1)]
- Use

of political structures / councillors as provided for in the Municipal Structures Act e.g. ward committees [Section 17(1)] • Establishment of mechanisms, processes and procedures to accommodate participation.

4. Process Followed

The Ward Committee of this Ward was established in 2016 in accordance with Council's approved policy on the Establishment of Ward Committees. The election of Ward Committee Members was conducted in a democratic, fair and transparent manner from amongst representatives of the various interest groups within ward. Ward Committee Meetings were held during which the Ward Committee identifies the service delivery needs, infrastructural and socio economic development objectives and priorities relevant to the ward. The current capital budget of the municipality which also outlines the capital projects for the two outer financial years was used as a baseline to identify infrastructure improvement projects and to a greater extent were incorporated into this plan.

These preliminary service delivery needs and development objectives which emanated from the Ward Committee Meeting were presented to the broader community of the Ward during the IDP Public Participation Meeting which took place on in September 2011. At this meeting a total number of 101 people were present.

The following mediums/methods of communication were used to raise awareness around the IDP Public Participation Meeting.

IDP Public Participation Dates were published in the local media.

IDP Posters were erected on street lamp poles.

IDP Public Participation Meeting dates Advertisement were placed in local newspapers.

Loud hailing in all wards was done 2hours prior to IDP meeting.

WARD 1

Ward Profile

WARD VISION, MISSION AND OBJECTIVES

Vision: "A ward that delivers a sustainable service towards socio-economic growth for the development of it's community".

Mission

"A ward that promotes quality and service excellence"

Objectives:

- Promote peace
- Participate in ward development
- Support our elected officials
- Take initiatives and interest in our lives

NAME OF SETTLEMENTS IN THE WARD

1.MAQWATHINI	2.XUSHA
3.ELUXENI	4.MAYALUWENI
5.BRIGHTON	6.GUGULETHU
7.EMJIKELWENI	8.LUXENI
9.MTUNZINI	10.NCALUKENI
1.SMALL FARM	2.MATYANTYA
3.VULINDLELA	4.GQEBENYA
5.SOKOLANI	6.DLAMINI
7.HOLANI	8.MXHIKI
9.KUNDULU	10.GANDO

WARD COUNCILLOR

NAME AND SURNAME	CONTACT NUMBER
THOZAMA MRWEBI	78 4 7897

WARD COMMITTEE MEMBERS

Name and Surname	Portfolio/Sector	Contact Number
1. Zukiswa Gatyeni		062 246 7224
2. Bulelani Majweta		073 988 3683
3. Thembisa Makatesi		083 568 4468
4. Nomzamo Makeke		
5. Thembelani Sabongo		078 946 2822
6. Siyabulela Mgca		063 487 3230
7. Songezo Bacela		083 611 1343
8. Neziswa Maphuthuma		073 069 9846
9. Mpumelelo Mafilika		073 702 0771
10. Nomaxabiso Laho		078 177 7893

Traditional Leadership in Ward

Name and Surname	Position	Contact number
Doulgas Koto	headman	076 632 3148
Mr Ntsukwana	headman	078 810 0646

Total number of population	4800
Males	1762
Females	3030
Types of dwellings	
Languages spoken	Xhosa,english

Socio-Economic Profile

<i>Socio-Economic Group</i>	<i>Challenges Faced By Socio Economic Groups</i>
Elderly Citizens “ Old aged and Pensioners / Retired	No Home Care Services, Lack of Public Transport Services and Lack of Affordable housing schemes. High crime rate
Mixed Youth (People aged 17 -35)	Limited Job opportunities Medium to high school drop rates Poor Career guidance Poor access to internet
Students	Poor career guidance Lack of Learning resources Unreliable scholar transport
Unemployment Unemployed People	Limited Job opportunities Lack of Skills Lower education levels Poor/No access to internet
Disabled	Accessibility to Municipal and Private Buildings Beaches and amenities. Lack of business support targeting PWDs Access to transport
Homeless	
Self employed	Limited Business opportunities Lack of Business Support Poor business infrastructure
Children & youth under 17	Lack of recreational facilities Poverty and malnutrition Lack of childhood development centres

Strengths, Weaknesses, opportunities, and threats per Socio-Economic Group

Socio-Economic group	Strengths	Weaknesses	Opportunities	Threats
Elderly Citizens “ Old aged and Pensioners / Retired	Experience Generally strong work ethic	Physical weakness Slow Poor Health	Knowledge and experience	Health Crime
Mixed Youth (People aged 17 -35)	Energy Entrepreneurship Enthusiasm Education Health	Lack of entrepreneurial drive Dependency on parents and state Alchol and Drug Addiction	Formal , informal and informal education entrepreneurship	Alcohol & drugs Crime and violence HIV & AIDS Outflow into urban areas
Students	Energy Entrepreneurship Enthusiasm Education Health	Lack of entrepreneurial drive Dependency on parents and sate Alchol and Drug Addiction	Formal , informal and informal education entrepreneurship	Alcohol & drugs Crime and violence HIV & AIDS
Unemployment Under employed People	Health Energy Knowledge & Skills	Poor motivation Financial difficulties	Entrepreneurship Further education and skilling	Alcohol & drugs Crime and violence HIV & AIDS
Disabled	Health Energy	Societal rejection and Stigna Lack of disability friendly infrastructure & resources	Formal , informal and informal education Entrepreneurueship	Alcohol & drugs Crime and violence HIV & AIDS

Activities, Assets, and Services available to the Community

Physical Assets - Government Departments / Government Entities / Services

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Clinic & Hospital	1	4	2	
Police Station	0	3	2	
Municipal offices	0	4	2	
Primary schools	10	5	2	
Secondary schools	1	5	5	
Tertiary institution	1	3	5	
Community hall	1	5	4	
Dipping tank	2	2	3	
Shearing Shed	2	5	3	
Libraries	0	2	1	
Sports facilities	0	3	2	

Community based organization

NAME OF ORGANISATION	DEVELOPMENT AREA	FUNCTIONAL/NOT FUNCTIONAL
COMMUNITY POLICING FORUM	Community safety and Security	Functional
HIV/AIDS COUNCIL	Health	Functional
YOUTH FORUM	Locale Economic Development	Functional

Environmental Assets

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Dam	1	4	2	
Arable land	1	3	2	
Rivers	1	4	2	
	10	5	2	

Strategic Interventions Required

Request for return of Pay points as community members now have to travel far to get their grants,

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Drug, Alcohol and Substance Abuse	Visible Policing and uprooting of drug dealers Raise awareness around substance abuse among youth Youth development programmes and activities	Identify drug dealers and premises where drugs are sold	Mobilise youth and community to participate in awareness campaigns Youth Coordinator and CDW's to coordinate awareness campaigns.	Police support needed
Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Unemployment and poverty	Job Creation projects needed that are labour intensive. Training and skills development opportunities needed to empower youth to acquire skills to seek permanent employment. Rollout more Soup	Mobilise youth and community to participate in available programmes	Business support centre Funding co-ordination	Provincial government Private sector

	Kitchens and Community Food Gardens as relieve for poverty stricken families Promote and Support SMME Development / Upcoming business entrepreneurs.			
Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development

Current Capital Projects

PROJECT	AMOUNT	DETAILS	IDP REFERENCE
Road Maintance		15 kms in ward 5,6,7,8,9	
electrification	R 1 800 000	250 homes in ward 7	
Shearing shed	R 1569000	Ward 17 & ward 9	
feedlot	R 800 000	Ward 16	
Multi purpose centre	R 10 471 500	Ward 4	
Vehicle testing station	R 7500 000	Ward 4	
Indwe sports field	R13500000		
Staff offices	R 40 00 000	Ward 4	
Free basic electricity	R 1 800 000	All wards	
Business support services	R 150 000	All wards	
12 Nguni Bulls distributed		Wards 1 3 5 6 12 15	
Tourism road shows	R 150 000	All wards	
Mining administrative support	R 75 000	All wards	
cwp		All wards	
epwp	220 jobs created	All wards	
Ward committee training	R 600 000	All wards	

Proposed New Projects /New Community needs

NEED	NARRATIVE
1.Water and Sanitation	Tsolokazi, Nqiningane, Tshatshu
2.Shearing shed	In one ward
3.Access roads	All areas
4.Bridge	All areas
5.Sport fields	Not available
6.Library	Not available
7.fencing	Grazing land
8.Old age centers	Building development

WARD 2

Ward Profile

WARD VISION, MISSION AND OBJECTIVES

Vision

“A progressive ward characterized by peace, prosperity, and Unity”

Mission

“Work together as a community to grow and solve all our challenges”

Objectives

- Promote peace
- Participate in ward development
- Support our elected officials
- Take initiatives and interest in our lives

NAME OF SETTLEMENTS IN THE WARD

NAMES OF SETTLEMENTS	NAMES OF SETTLEMENTS
1.ROMA	2.QHUTHUBENI
3.THAFENI	4.LANTI
5.LANTI	6.LIGWA
7.NOMBELA	8.LUTHUTHU
9.LUQOLO	10.ESIQITHINI
11.HLATHIKHULU	12.NKOLONGA
13.NGXABANE	14.ESIKWANQENI
15.BENGU MTONJENI	16.MAQASHU(EPALINI)

WARD COUNCILLOR

NAME AND SURNAME	CONTACT NUMBER
NOLISTEN KAMA	083 6731 690

WARD COMMITTEE MEMBERS

Name and Surname	Portfolio/Sector	Contact Number
1. Nosandla Ngxakatha	Disabled	082 726 8761
2. Pumeza Ndika	Water And sanitation	083 926 8241
3. Mbuzeli Kanafana	Safety and security	
4. VACANT	Crime	
5. Reli Tezapi	Crop production	076 177 9394
6. N.M Songo	Health and Education	063 122 5567
7. Bavile Fanavele	Traditions	072 443 7236
8. Nomutile Ngesi	Religious Affairs	083 725 0889
9. Ntombintle Matheza	Agricuture	071 438 9550
10. Zuko Mjenxane	Public participation	078 200 3776

Socio-Economic Profile

<i>Socio-Economic Group</i>	<i>Challenges Faced By Socio Economic Groups</i>
Elderly Citizens “ Old aged and Pensioners / Retired	No Home Care Services, Lack of Public Transport Services and Lack of Affordable housing schemes. High crime rate
Mixed Youth (People aged 17 -35)	Limited Job opportunities Medium to high school drop rates Poor Career guidance Poor access to internet
Students	Poor career guidance Lack of Learning resources Unreliable scholar transport
Unemployment Unemployed People	Limited Job opportunities Lack of Skills Lower education levels Poor/No access to internet
Disabled	Accessibility to Municipal and Private Buildings Beaches and amenities. Lack of business support targeting PWDs Access to transport
Homeless	
Self employed	Limited Business opportunities Lack of Business Support Poor business infrastructure
Children & youth under 17	Lack of recreational facilities Poverty and malnutrition Lack of childhood development centres

Strengths, Weaknesses, opportunities, and threats per Socio-Economic Group

Socio-Economic group	Strengths	Weaknesses	Opportunities	Threats
Elderly Citizens “ Old aged and Pensioners / Retired	Experience Generally strong work ethic	Physical weakness Slow Poor Health	Knowledge and experience	Health Crime
Mixed Youth (People aged 17 -35)	Energy Entrepreneurship Enthusiasm Education Health	Lack of entrepreneurial drive Dependency on parents and state Alchol and Drug Addiction	Formal , informal and informal education entrepreneurship	Alcohol & drugs Crime and violence HIV & AIDS Outflow into urban areas
Students	Energy Entrepreneurship Enthusiasm Education Health	Lack of entrepreneurial drive Dependency on parents and sate Alchol and Drug Addiction	Formal , informal and informal education entrepreneurship	Alcohol & drugs Crime and violence HIV & AIDS
Unemployment Under employed People	Health Energy Knowledge & Skills	Poor motivation Financial difficulties	Entrepreneurship Further education and skilling	Alcohol & drugs Crime and violence HIV & AIDS
Disabled	Health Energy	Societal rejection and Stigna Lack of disability friendly infrastructure & resources	Formal , informal and informal education Entrepreneueship	Alcohol & drugs Crime and violence HIV & AIDS

Activities, Assets, and Services available to the Community

Physical Assets - Government Departments / Government Entities / Services

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Clinic & Hospital	3	4	2	
Police Station	0 4 15 16 4 7 11 14	3	2	
Municipal offices	0 4 15 16 4 11 14	4	2	
Primary schools	10	5	2	
Secondary schools	3	5	5	
Tertiary institution	0	3	5	
Community hall	1	5	4	
Dipping tank	3	2	3	
Shearing Shed	1	5	3	
Libraries	1 2 10 4 16	2	1	
Sports facilities	0 14 4	3	2	

Community based organisations

NAME OF ORGANISATION	DEVELOPMENT AREA	FUNCTIONAL/NOT FUNCTIONAL
COMMUNITY POLICING FORUM	Community safety and Security	Functional
HIV/AIDS COUNCIL	Health	Functional
YOUTH FORUM	Locale Economic Development	Functional

Environmental Assets

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Dam	1	4	2	
Arable land	1	3	2	
Rivers	1	4	2	
	10	5	2	

Strategic Interventions Required

Request mobile Police station, Electricity shortage request from farmers, Ambulances refuse to assist villagers beyond St Peters school saying they are in Cofimvaba, Water shortages and bad roads to Kwamhlontlo J.S.S. from Cacadu, All roads need service from Maqhashu to Lanti, Water problem in Luthuthu, Bengu hall toilets and roof in bad state,

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Drug, Alcohol and Substance Abuse	Visible Policing and uprooting of drug dealers Raise awareness around substance abuse among youth Youth development programmes and activities	Identify drug dealers and premises where drugs are sold	Mobilise youth and community to participate in awareness campaigns Youth Coordinator and CDW's to coordinate awareness campaigns.	Police support needed
Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Unemployment and poverty	Job Creation projects needed that are labour intensive. Training and skills development opportunities needed to empower youth to acquire skills to seek permanent employment. Rollout more Soup Kitchens and Community Food Gardens as relieve for poverty stricken families Promote and Support SMME Development / Upcoming business entrepreneurs.	Mobilise youth and community to participate in available programmes	Business support centre Funding co-ordination	Provincial government Private sector
Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development

Current Capital Projects nno capital

PROJECT	AMOUNT	DETAILS	IDP REFERENCE
Road Maintance		15 kms in ward 5,6,7,8,9	
electrification	R 1 800 000	250 homes in ward 7	
Shearing shed	R 1569000	Ward 17 & ward 9	
feedlot	R 800 000	Ward 16	
Multi purpose centre	R 10 471 500	Ward 4	
Vehicle testing station	R 7500 000	Ward 4	
Indwe sports field	R13500	Ward 15	
Staff offices	R 40 00 000	Ward 4	
Free basic electricity	R 1 800 000	All wards	
Business support services	R 150 000	All wards	
12 Nguni Bulls distributed		Wards 1 3 5 6 12 15	
Tourism road shows	R 150 000	All wards	
Mining administrative support	R 75 000	All wards	
Cwp		All wards	
Epwp	220 jobs created	All wards	
Ward committee training	R 600 000	All wards	

Proposed New Projects /New Community needs

Need	Details
Access Roads	Maqashu Village
Water	Njombelo Villages
Community Safety	Re-launch of community policing forums
Poverty Alleviation	Establishment of business support centre
Indigent Support	Widening of Indigent support
Electricity	Njombelo Villages
Sanitation	Qhuthuben Villagesi
Health Services /Mobile clinic	All villages

WARD 3

WARD VISION, MISSION AND OBJECTIVES

Vision

“PURSUING OUR DREAMS AND CONQUERING OUR CHALLENGES AS A TEAM”

Mission

“Work together as a community to grow and solve all our challenges”

Objectives

- Promote peace
- Participate in ward development
- Support our elected officials
- Take initiatives and interest in our lives

NAME OF SETTLEMENTS IN THE WARD

1.LAMOEN	2.MAQHUBELA
3.GREYSPAN	4.HALA NO.1
5.HALA NO.2	6.TRUST
7.PERCY	8.NTLALONTLE
9.QAQENI	10. Qaqeni

WARD COUNCILLOR

NAME AND SURNAME	CONTACT NUMBER
XOLELA NJADU	078 333 8703

WARD COMMITTEE MEMBERS

Name and Surname	Portfolio/Sector	Contact Number
1. Nothemba Olivia Dyakophu		
2. Nkosana Plaartjies		073 624 0104
3. Singatwa Malotana		073 038 2189
4. Nokubonga Nkwentsha		063 284 9733
5. Nosiselo Dyasi		083 962 7769
6. Nombalela Zanga		073 763 4479
7. Ellias Roro		073 513 4601
8. Morris Ndibi		083 973 5624
9. Nicholas Gwebecimele		078 794 2392
10. N.V Lwanyana		083 726 8527

Socio-Economic Profile

<i>Socio-Economic Group</i>	<i>Challenges Faced By Socio Economic Groups</i>
Elderly Citizens “ Old aged and Pensioners / Retired	No Home Care Services, Lack of Public Transport Services and Lack of Affordable housing schemes. High crime rate
Mixed Youth (People aged 17 -35)	Limited Job opportunities Medium to high school drop rates Poor Career guidance Poor access to internet
Students	Poor career guidance Lack of Learning resources Unreliable scholar transport
Unemployment Unemployed People	Limited Job opportunities Lack of Skills Lower education levels Poor/No access to internet
Disabled	Accessibility to Municipal and Private Buildings Beaches and amenities. Lack of business support targeting PWDs Access to transport
Homeless	
Self employed	Limited Business opportunities Lack of Business Support Poor business infrastructure
Children & youth under 17	Lack of recreational facilities Poverty and malnutrition Lack of childhood development centres

Strengths, Weaknesses, opportunities, and threats per Socio-Economic Group

Socio-Economic group	Strengths	Weaknesses	Opportunities	Threats
Elderly Citizens “ Old aged and Pensioners / Retired	Experience Generally strong work ethic	Physical weakness Slow Poor Health	Knowledge and experience	Health Crime
Mixed Youth (People aged 17 -35)	Energy Entrepreneurship Enthusiasm Education Health	Lack of entrepreneurial drive Dependency on parents and state Alchol and Drug Addiction	Formal , informal and informal education entrepreneurship	Alcohol & drugs Crime and violence HIV & AIDS Outflow into urban areas
Students	Energy Entrepreneurship Enthusiasm Education Health	Lack of entrepreneurial drive Dependency on parents and sate Alchol and Drug Addiction	Formal , informal and informal education entrepreneurship	Alcohol & drugs Crime and violence HIV & AIDS
Unemployment Under employed People	Health Energy Knowledge & Skills	Poor motivation Financial difficulties	Entrepreneurship Further education and skilling	Alcohol & drugs Crime and violence HIV & AIDS
Disabled	Health Energy	Societal rejection and Stigna Lack of disability friendly infrastructure & resources	Formal , informal and informal education Entrepreneueship	Alcohol & drugs Crime and violence HIV & AIDS

Activities, Assets, and Services available to the Community

Physical Assets - Government Departments / Government Entities / Services

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Clinic & Hospital	1	4	2	
Police Station	0	3	2	
Municipal offices	0	4	2	
Primary schools	10	5	2	
Secondary schools	5	5	5	
Tertiary institution	0	3	5	
Community hall	2	5	4	
Dipping tank	4	2	3	
Shearing Shed	2	5	3	
Libraries	0	2	1	
Sports facilities	0	3	2	

Community based organization

NAME OF ORGANISATION	DEVELOPMENT AREA	FUNCTIONAL/NOT FUNCTIONAL
COMMUNITY POLICING FORUM	Community safety and Security	Functional
HIV/AIDS COUNCIL	Health	Functional
YOUTH FORUM	Locale Economic Development	Functional

4.1 Environmental Assets

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Dam	1	4	2	
Arable land	1	3	2	
Rivers	1	4	2	
	10	5	2	

Strategic Interventions Required

Roads in all villages, Job opportunities, Water & Electricity in all villages, sanitation, drugs and alcohol, shortage of teachers in all villages, shortage of sportsgrounds in all villages,

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Drug, Alcohol and Substance Abuse	Visible Policing and uprooting of drug dealers Raise awareness around substance abuse among youth Youth development programmes and activities	Identify drug dealers and premises where drugs are sold	Mobilise youth and community to participate in awareness campaigns Youth Coordinator and CDW's to coordinate awareness campaigns.	Police support needed
Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Unemployment and poverty	Job Creation projects needed that are labour intensive. Training and skills development opportunities needed to empower youth to acquire skills to seek permanent employment. Rollout more Soup Kitchens and Community Food Gardens as relieve for poverty stricken families Promote and Support SMME Development / Upcoming business entrepreneurs.	Mobilise youth and community to participate in available programmes	Business support centre Funding co-ordination	Provincial government Private sector
Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development

Current Capital Projects

PROJECT	AMOUNT	DETAILS	IDP REFERENCE
Road Maintance		15 kms in ward 5,6,7,8,9	
electrification	R 1 800 000	250 homes in ward 7	
Shearing shed	R 1569000	Ward 17 & ward 9	
feedlot	R 800 000	Ward 16	
Multi purpose centre	R 10 471 500	Ward 4	
Vehicle testing station	R 7500 000	Ward 4	
Indwe sports field	R13500000		
Staff offices	R 40 00 000	Ward 4	
Free basic electricity	R 1 800 000	All wards	
Business support services	R 150 000	All wards	
12 Nguni Bulls distributed		Wards 1 3 5 6 12 15	
Tourism road shows	R 150 000	All wards	
Mining administrative support	R 75 000	All wards	
cwp		All wards	
epwp	220 jobs created	All wards	
Ward committee training	R 600 000	All wards	

Proposed New Projects /New Community needs

NEED	NARRATIVE
1.Electricity	Outsanding villages
2.Water and sanitation	All villages
3.Access roads	In all villages and Madweleni SSS
4.Deeping tanks	Hala 2,Hala 1,Ntlanontle,Trust
5.Dam desilting	All villages
6.RDP houses	All villages
7.Fixing of water construction	Maqhubela,Ntlantle villages
8.Ntlalontle	All villages
9.Nguni bulls	All villages
10. cattle grid gate	Hala 1

WARD 4

WARD VISION, MISSION AND OBJECTIVES

Vision

“PURSUING OUR DREAMS AND CONQUERING OUR CHALLENGES AS A TEAM”

Mission

“Work together as a community to grow and solve all our challenges”

Objectives

- Promote peace
- Participate in ward development
- Support our elected officials
- Take initiatives and interest in our lives

NAME OF SETTLEMENTS IN THE WARD

1.CACADU	2.CACADU EXT
3.BONGOLWETHU	4.LADY FERE TOWN
5.LADY FRERE LOCATION	6.PHUMLAMQESHI

WARD COUNCILLOR

NAME AND SURNAME	CONTACT NUMBER
NOMZI THYULU	073 497 2418

WARD COMMITTEE MEMBERS

Name and Surname	Contact Number
1. Nowethu Xiphu	073 576 7436
2. Nomkhitha Mbolompo	082 700 6330
3. Vuyelwa Virginia Jacob	073 767 2738
4. Vuyo Kelembe	083 859 4856
5. Thobeka Gloria Litch	073 834 2525
6. Ncumisa Nonambane	071 965 9929
7. mandlakazi Tyatyeka	
8. Siphiwo Adonis	073 424 2853
9. Zoliswa Penxa	073 603 4695
10. Namhla Lubala	073 058 9082

Socio-Economic Profile

<i>Socio-Economic Group</i>	<i>Challenges Faced By Socio Economic Groups</i>
Elderly Citizens “ Old aged and Pensioners / Retired	No Home Care Services, Lack of Public Transport Services and Lack of Affordable housing schemes. High crime rate
Mixed Youth (People aged 17 -35)	Limited Job opportunities Medium to high school drop rates Poor Career guidance Poor access to internet
Students	Poor career guidance Lack of Learning resources Unreliable scholar transport
Unemployment Unemployed People	Limited Job opportunities Lack of Skills Lower education levels Poor/No access to internet
Disabled	Accessibility to Municipal and Private Buildings Beaches and amenities. Lack of business support targeting PWDs Access to transport
Homeless	
Self employed	Limited Business opportunities Lack of Business Support Poor business infrastructure
Children & youth under 17	Lack of recreational facilities Poverty and malnutrition Lack of childhood development centres

Strengths, Weaknesses, opportunities, and threats per Socio-Economic Group

Socio-Economic group	Strengths	Weaknesses	Opportunities	Threats
Elderly Citizens “ Old aged and Pensioners / Retired	Experience Generally strong work ethic	Physical weakness Slow Poor Health	Knowledge and experience	Health Crime
Mixed Youth (People aged 17 -35)	Energy Entrepreneurship Enthusiasm Education Health	Lack of entrepreneurial drive Dependency on parents and state Alchol and Drug Addiction	Formal , informal and informal education entrepreneurship	Alcohol & drugs Crime and violence HIV & AIDS Outflow into urban areas
Students	Energy Entrepreneurship Enthusiasm Education Health	Lack of entrepreneurial drive Dependency on parents and sate Alchol and Drug Addiction	Formal , informal and informal education entrepreneurship	Alcohol & drugs Crime and violence HIV & AIDS
Unemployment Under employed People	Health Energy Knowledge & Skills	Poor motivation Financial difficulties	Entrepreneurship Further education and skilling	Alcohol & drugs Crime and violence HIV & AIDS
Disabled	Health Energy	Societal rejection and Stigna Lack of disability friendly infrastructure & resources	Formal , informal and informal education Entrepreneueship	Alcohol & drugs Crime and violence HIV & AIDS

Activities, Assets, and Services available to the Community

Physical Assets - Government Departments / Government Entities / Services

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Clinic & Hospital	2	4	2	
Police Station	1	3	2	
Municipal offices	1	4	2	
Primary schools	10	5	2	
Secondary schools	4	5	5	
Tertiary institution	1	3	5	
Community hall	2	5	4	
Dipping tank	1	2	3	
Shearing Shed	0	5	3	
Libraries	1	2	1	
Sports facilities	1	3	2	

Community based organization

NAME OF ORGANISATION	DEVELOPMENT AREA	FUNCTIONAL/NOT FUNCTIONAL
COMMUNITY POLICING FORUM	Community safety and Security	Functional
HIV/AIDS COUNCIL	Health	Functional
YOUTH FORUM	Locale Economic Development	Functional

Environmental Assets

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Dam	1	4	2	
Arable land	1	3	2	
Rivers	1	4	2	
	10	5	2	

Strategic Interventions Required

Water shortages, Roads are bad, Toilets needed in towns and homes and Assistance with municipal rates needed,

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Drug, Alcohol and Substance Abuse	Visible Policing and uprooting of drug dealers Raise awareness around substance abuse among youth Youth development programmes and activities	Identify drug dealers and premises where drugs are sold	Mobilise youth and community to participate in awareness campaigns Youth Coordinator and CDW's to coordinate awareness campaigns.	Police support needed
Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Unemployment and poverty	Job Creation projects needed that are labour intensive. Training and skills development opportunities needed to empower youth to acquire skills to seek permanent employment. Rollout more Soup	Mobilise youth and community to participate in available programmes	Business support centre Funding co-ordination	Provincial government Private sector

	Kitchens and Community Food Gardens as relieve for poverty stricken families Promote and Support SMME Development / Upcoming business entrepreneurs.			
Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development

Current Capital Projects

PROJECT	AMOUNT	DETAILS	IDP REFERENCE
Road Maintance		15 kms in ward 5,6,7,8,9	
electrification	R 1 800 000	250 homes in ward 7	
Shearing shed	R 1569000	Ward 17 & ward 9	
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Indwe sports field	R13500000		
Staff offices	R 40 00 000	Ward 4	
Free basic electricity	R 1 800 000	All wards	
Business support services	R 150 000	All wards	
12 Nguni Bulls distributed		Wards 1 3 5 6 12 15	
Tourism road shows	R 150 000	All wards	
Mining administrative support	R 75 000	All wards	
cwp		All wards	
epwp	220 jobs created	All wards	
Ward committee training	R 600 000	All wards	

Proposed New Projects /New Community needs

NEED	NARRATIVE
1.Roads	Paved roads Cacadu and location
2.Water	Household taps
3.Community Hall	Paypoints
4.Street lights	Light globes at Lady Frere CBD,Darala Street
5.Paving	Location, Cacadu extension
6.Early childhood development centers	All areas
7.Public toilets	Middle class sites
8.RDP houses	All areas
9.Fencing graveyard	KwaZakhele
10.Shopping mall	Town
11.Sand mining	Business support and funding
12.Farming camp	All areas
13.Storm Water	All areas maintainance
14. Deeping tanks	

WARD 5

WARD VISION, MISSION AND OBJECTIVES

Vision

“PURSUING OUR DREAMS AND CONQUERING OUR CHALLENGES AS A TEAM”

Mission

“Work together as a community to grow and solve all our challenges”

Objectives

- Promote peace
- Participate in ward development
- Support our elected officials
- Take initiatives and interest in our lives

NAME OF SETTLEMENTS IN THE WARD

1.CUMAKALA	2.TOPU
3.MTSHEKO	4.KAVALA
5.DEOOP	6.NOLUTHANDO
7.GCINA	8.ZINGXONDO
9.MACKASNEK	10.

WARD COUNCILLOR

NAME AND SURNAME	CONTACT NUMBER
SIYABULELA BONGO	072 349 3171

WARD COMMITTEE MEMBERS

Name and Surname	Contact Number
1. Yoliswa Madolo	078 687 6048
2. Nomzi Zibi	073 370 4648
3. Makhwenkwe Noji	073 846 2709
4. Funeka Magqazana	
5. Phumza Cekiso	073 096 3519
6. Noludwe Jack	073 111 4101
7. Lumka Rasmeni	073 490 4281
8. Zuzeka Sineyi	078 384 7893
9. Nothobela Mtwebana	078 132 3387
10. Siphwiwo Mphungu	078 503 0412

Socio-Economic Profile

<i>Socio-Economic Group</i>	<i>Challenges Faced By Socio Economic Groups</i>
Elderly Citizens “ Old aged and Pensioners / Retired	No Home Care Services, Lack of Public Transport Services and Lack of Affordable housing schemes. High crime rate
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Disabled	Accessibility to Municipal and Private Buildings Beaches and amenities. Lack of business support targeting PWDs Access to transport
Homeless	
Self employed	Limited Business opportunities Lack of Business Support Poor business infrastructure
Children & youth under 17	Lack of recreational facilities Poverty and malnutrition Lack of childhood development centres

Strengths, Weaknesses, opportunities, and threats per Socio-Economic Group

Socio-Economic group	Strengths	Weaknesses	Opportunities	Threats
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Disabled	Health Energy	Societal rejection and Stigna Lack of disability friendly infrastructure & resources	Formal , informal and informal education Entrepreneueship	Alcohol & drugs Crime and violence HIV & AIDS

Activities, Assets, and Services available to the Community

Physical Assets - Government Departments / Government Entities / Services

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Clinic & Hospital	2	4	2	
Police Station	0	3	2	
Municipal offices	0	4	2	
Primary schools	10	5	2	
Secondary schools	4	5	5	
Tertiary institution	1	3	5	
Community hall	2	5	4	
Dipping tank	1	2	3	
Shearing Shed	0	5	3	
Libraries	0	2	1	
Sports facilities	0	3	2	

Community based organization

NAME OF ORGANISATION	DEVELOPMENT AREA	FUNCTIONAL/NOT FUNCTIONAL
COMMUNITY POLICING FORUM	Community safety and Security	Functional
HIV/AIDS COUNCIL	Health	Functional
YOUTH FORUM	Locale Economic Development	Functional

Environmental Assets

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Dam	1	4	2	
Arable land	1	3	2	
Rivers	1	4	2	
	10	5	2	

Strategic Interventions Required

High crime rate & community is fighting over land, Water shortage at Khavala, Roads(unfinished Cumakala road and damaged roads in ward due to heavy rainfall) Electricity shortages, Marking of Sport Fields, Unregulated taverns and shops,

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Drug, Alcohol and Substance Abuse	Visible Policing and uprooting of drug dealers Raise awareness around substance abuse among youth Youth development programmes and activities	Identify drug dealers and premises where drugs are sold	Mobilise youth and community to participate in awareness campaigns Youth Coordinator and CDW's to coordinate awareness campaigns.	Police support needed
Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
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Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development

Current Capital Projects

PROJECT	AMOUNT	DETAILS	IDP REFERENCE
Road Maintance		15 kms in ward 5,6,7,8,9	
electrification	R 1 800 000	250 homes in ward 7	
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Staff offices	R 40 00 000	Ward 4	
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12 Nguni Bulls distributed		Wards 1 3 5 6 12 15	
Tourism road shows	R 150 000	All wards	
Mining administrative support	R 75 000	All wards	
cwp		All wards	
epwp	220 jobs created	All wards	
Ward committee training	R 600 000	All wards	

Proposed New Projects /New Community needs

NEED	NARRATIVE
1.Water and Sanitation	
2.Acess roads and maintenance	CWP Gravel
3.Eridication Alien Plants	
4.Storm water	All villages
5.Sports grounds	All villages
6.Mobile clinics	Noluthando,Cumakala,Mzi,Dopu
7.Pre-School	Cumakala,Mzi,Topu,Mission,Makai snak,Mtsheko
8.RDP houses	Per Household
9.Fencing	Cumakala,Mzi,Makaisnak,Mission
10.Shearing sheds	Mzi,Noluthando,Khavala,Zingxondo
11.Farmer Support	Tractors,Mzi,Cumakala,Makaisnak

WARD 6

Ward Profile

WARD VISION, MISSION AND OBJECTIVES

Vision

“A ward that delivers appropriate sustainability and affordable services.

Mission

“A ward that promotes quality and service excellence”

Objectives

- Promote peace
- Participate in ward development
- Support our elected officials
- Take initiatives and interest in our lives

NAME OF SETTLEMENTS IN THE WARD

1.SMALL FARM	2.MATYANTYA
3.VULINDLELA	4.GQEBENYA
5.SOKOLANI	6.DLAMINI
7.HOLANI	8.MXHIKI
9.KUNDULU	10.GANDO

WARD COUNCILLOR

NAME AND SURNAME	CONTACT NUMBER
JAMES NQABENI	83 3 6623

WARD COMMITTEE MEMBERS

Name and Surname	Portfolio/Sector	Contact Number
1.Kindelwa Biso	Public participation	078 317 9739
2.Vuyokazi Ndlebe	Water and sanitation	073 171 5295
3.Lucas Yapi	Education	083 310 9869
4.Zola Bidi	SPU	081 066 7608
5.Abongile Dinga	Skills Development	060 328 8524
6.Khayaletu Mbayise	Livestock Production	073 495 6309
7.Tamara Mtirara	Traditional Affairs	083 872 2422
8. Zingisa Ntsimango	Crop production	078 906 8242
9.Yolanda Ralayo	Business Forum	073 429 9925
10.Nowetu Juwele	Religious affairs	083 206 0847

Ward Demographics

Total number of population	2240
Males	879
Females	1061
Types of dwellings	
Languages spoken	Xhosa,english

Socio-Economic Profile

<i>Socio-Economic Group</i>	<i>Challenges Faced By Socio Economic Groups</i>
Elderly Citizens “ Old aged and Pensioners / Retired	No Home Care Services, Lack of Public Transport Services and Lack of Affordable housing schemes. High crime rate
Mixed Youth (People aged 17 -35)	Limited Job opportunities Medium to high school drop rates Poor Career guidance Poor access to internet
Students	Poor career guidance Lack of Learning resources Unreliable scholar transport
Unemployment Unemployed People	Limited Job opportunities Lack of Skills Lower education levels Poor/No access to internet
Disabled	Accessibility to Municipal and Private Buildings Beaches and amenities. Lack of business support targeting PWDs Access to transport
Homeless	
Self employed	Limited Business opportunities Lack of Business Support Poor business infrastructure
Children & youth under 17	Lack of recreational facilities Poverty and malnutrition Lack of childhood development centres

Strengths, Weaknesses, opportunities, and threats per Socio-Economic Group

Socio-Economic group	Strengths	Weaknesses	Opportunities	Threats
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Activities, Assets, and Services available to the Community

Physical Assets - Government Departments / Government Entities / Services

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Clinic & Hospital	3	4	2	
Police Station	0	3	2	
Municipal offices	0	4	2	
Primary schools	9	5	2	
Secondary schools	1	5	5	
Tertiary institution	1	3	5	
Community hall	3	5	4	
Dipping tank	2	2	3	
Shearing Shed	2	5	3	
Libraries	0	2	1	
Sports facilities	3	3	2	

Community based organization

NAME OF ORGANISATION	DEVELOPMENT AREA	FUNCTIONAL/NOT FUNCTIONAL
COMMUNITY POLICING FORUM	Community safety and Security	Functional
HIV/AIDS COUNCIL	Health	Functional
YOUTH FORUM	Locale Economic Development	Functional

Environmental Assets

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Dam	1	4	2	
Arable land	1	3	2	
Rivers	1	4	2	
	10	5	2	

Strategic Interventions Required

Water shortage, access roads, old reservoir, damaged homes due to wind, storm water, free basic electricity, scholar transport for Mtirara,

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Drug, Alcohol and Substance Abuse	Visible Policing and uprooting of drug dealers Raise awareness around substance abuse among youth Youth development programmes and activities	Identify drug dealers and premises where drugs are sold	Mobilise youth and community to participate in awareness campaigns Youth Coordinator and CDW's to coordinate awareness campaigns.	Police support needed
Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Unemployment and poverty	Job Creation projects needed that are labour intensive. Training and skills development opportunities needed to empower youth to acquire skills to seek permanent employment. Rollout more Soup	Mobilise youth and community to participate in available programmes	Business support centre Funding co-ordination	Provincial government Private sector

	Kitchens and Community Food Gardens as relieve for poverty stricken families Promote and Support SMME Development / Upcoming business entrepreneurs.			
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Staff offices	R 40 00 000	Ward 4	
Free basic electricity	R 1 800 000	All wards	
Business support services	R 150 000	All wards	
12 Nguni Bulls distributed		Wards 1 3 5 6 12 15	
Tourism road shows	R 150 000	All wards	
Mining administrative support	R 75 000	All wards	
cwp		All wards	
epwp	220 jobs created	All wards	
Ward committee training	R 600 000	All wards	

Proposed New Projects /New Community needs

NEED	NARRATIVE
1.Water and Sanitation	Water scarcity
2.Shearing shed	In one ward
3.Access roads	All areas
4.Bridge	Xonxa
5.Sport fields	Not available
6.Library	Not available
7.fencing	Grazing land
8.Old age centers	Building development

WARD 7

Ward Profile

WARD VISION, MISSION AND OBJECTIVES

Vision

“A ward that delivers appropriate sustainability and affordable services.

Mission

“A ward that promotes quality and service excellence”

Objectives

- Promote peace
- Participate in ward development
- Support our elected officials
- Take initiatives and interest in our lives

NAME OF SETTLEMENTS IN THE WARD

1.SMALL FARM	2.MATYANTYA
3.VULINDLELA	4.GQEBENYA
5.SOKOLANI	6.DLAMINI
7.HOLANI	8.MXHIKI
9.KUNDULU	10.GANDO

WARD COUNCILLOR

NAME AND SURNAME	CONTACT NUMBER
JAMES NQABENI	083 953 6623

WARD COMMITTEE MEMBERS

Name and Surname	Portfolio/Sector	Contact Number
1.Kindelwa Biso	Public participation	078 317 9739
2.Vuyokazi Ndlebe	Water and sanitation	073 171 5295
3.Lucas Yapi	Education	083 310 9869
4.Zola Bidi	SPU	081 066 7608
5.Abongile Dinga	Skills Development	060 328 8524
6.Khayaletu Mbayise	Livestock Production	073 495 6309
7.Tamara Mtirara	Traditional Affairs	083 872 2422
8. Zingisa Ntsimango	Crop production	078 906 8242
9.Yolanda Ralayo	Business Forum	073 429 9925
10.Nowetu Juwele	Religious affairs	083 206 0847

Ward Demographics

Total number of population	2240
Males	879
Females	1061
Types of dwellings	
Languages spoken	Xhosa,english

Socio-Economic Profile

<i>Socio-Economic Group</i>	<i>Challenges Faced By Socio Economic Groups</i>
Elderly Citizens “ Old aged and Pensioners / Retired	No Home Care Services, Lack of Public Transport Services and Lack of Affordable housing schemes. High crime rate
Mixed Youth (People aged 17 -35)	Limited Job opportunities Medium to high school drop rates Poor Career guidance Poor access to internet
Students	Poor career guidance Lack of Learning resources Unreliable scholar transport
Unemployment Unemployed People	Limited Job opportunities Lack of Skills Lower education levels Poor/No access to internet
Disabled	Accessibility to Municipal and Private Buildings Beaches and amenities. Lack of business support targeting PWDs Access to transport
Homeless	
Self employed	Limited Business opportunities Lack of Business Support Poor business infrastructure
Children & youth under 17	Lack of recreational facilities Poverty and malnutrition Lack of childhood development centres

Strengths, Weaknesses, opportunities, and threats per Socio-Economic Group

Socio-Economic group	Strengths	Weaknesses	Opportunities	Threats
Elderly Citizens “ Old aged and Pensioners / Retired	Experience Generally strong work ethic	Physical weakness Slow Poor Health	Knowledge and experience	Health Crime
Mixed Youth (People aged 17 -35)	Energy Entrepreneurship Enthusiasm Education Health	Lack of entrepreneurial drive Dependency on parents and state Alchol and Drug Addiction	Formal , informal and informal education entrepreneurship	Alcohol & drugs Crime and violence HIV & AIDS Outflow into urban areas
Students	Energy Entrepreneurship Enthusiasm Education Health	Lack of entrepreneurial drive Dependency on parents and sate Alchol and Drug Addiction	Formal , informal and informal education entrepreneurship	Alcohol & drugs Crime and violence HIV & AIDS
Unemployment Under employed People	Health Energy Knowledge & Skills	Poor motivation Financial difficulties	Entrepreneurship Further education and skilling	Alcohol & drugs Crime and violence HIV & AIDS
Disabled	Health Energy	Societal rejection and Stigna Lack of disability friendly infrastructure & resources	Formal , informal and informal education Entrepreneueship	Alcohol & drugs Crime and violence HIV & AIDS

Activities, Assets, and Services available to the Community

Physical Assets - Government Departments / Government Entities / Services

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Clinic & Hospital	3	4	2	
Police Station	0	3	2	
Municipal offices	0	4	2	
Primary schools	9	5	2	
Secondary schools	1	5	5	
Tertiary institution	1	3	5	
Community hall	3	5	4	
Dipping tank	2	2	3	
Shearing Shed	2	5	3	
Libraries	0	2	1	
Sports facilities	3	3	2	

Community based organization

NAME OF ORGANISATION	DEVELOPMENT AREA	FUNCTIONAL/NOT FUNCTIONAL
COMMUNITY POLICING FORUM	Community safety and Security	Functional
HIV/AIDS COUNCIL	Health	Functional
YOUTH FORUM	Locale Economic Development	Functional

Environmental Assets

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Dam	1	4	2	
Arable land	1	3	2	
Rivers	1	4	2	
	10	5	2	

Strategic Interventions Required

Water shortage, access roads, old reservoir, damaged homes due to wind, storm water, free basic electricity, scholar transport for Mtirara,

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Drug, Alcohol and Substance Abuse	Visible Policing and uprooting of drug dealers Raise awareness around substance abuse among youth Youth development programmes and activities	Identify drug dealers and premises where drugs are sold	Mobilise youth and community to participate in awareness campaigns Youth Coordinator and CDW's to coordinate awareness campaigns.	Police support needed
Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Unemployment and poverty	Job Creation projects needed that are labour intensive. Training and skills development opportunities needed to empower youth to acquire skills to seek permanent employment. Rollout more Soup Kitchens and Community Food Gardens as relieve for poverty stricken families Promote and Support SMME Development / Upcoming business entrepreneurs.	Mobilise youth and community to participate in available programmes	Business support centre Funding co-ordination	Provincial government Private sector
Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development

Current Capital Projects

PROJECT	AMOUNT	DETAILS	IDP REFERENCE
Road Maintance		15 kms in ward 5,6,7,8,9	
electrification	R 1 800 000	250 homes in ward 7	
Shearing shed	R 1569000	Ward 17 & ward 9	
feedlot	R 800 000	Ward 16	
Multi purpose centre	R 10 471 500	Ward 4	
Vehicle testing station	R 7500 000	Ward 4	
Indwe sports field	R13500000		
Staff offices	R 40 00 000	Ward 4	
Free basic electricity	R 1 800 000	All wards	
Business support services	R 150 000	All wards	
12 Nguni Bulls distributed		Wards 1 3 5 6 12 15	
Tourism road shows	R 150 000	All wards	
Mining administrative support	R 75 000	All wards	
cwp		All wards	
epwp	220 jobs created	All wards	
Ward committee training	R 600 000	All wards	

Proposed New Projects /New Community needs

NEED	NARRATIVE
1.Water and Sanitation	Water scarcity
2.Shearing shed	In one ward
3.Access roads	All areas
4.Bridge	Xonxa
5.Sport fields	Not available
6.Library	Not available
7.fencing	Grazing land
8.Old age centers	Building development

WARD 8

Ward Profile

WARD VISION, MISSION AND OBJECTIVES

Vision

“A ward that delivers a sustainable service towards socio-economic growth for the development of it’s community”.

Mission

“A ward that promotes quality and service excellence”

Objectives

- Promote peace
- Participate in ward development
- Support our elected officials
- Take initiatives and interest in our lives

NAME OF SETTLEMENTS IN THE WARD

1.QHUGQWARHU	2.MGQUKHWEBE
3.DUM-DUM	4.JOJWENI
5.NGONYAMA	6.EJEKENI
7.UPPER	8.VAALBANK
9.EZINGCANGCENI	10.BAPTISE

WARD COUNCILLOR

NAME AND SURNAME	CONTACT NUMBER
NOSIBULELO NQONO	060 4130 297

WARD COMMITTEE MEMBERS

Name and Surname	Portfolio/Sector	Contact Number
1. Ntobeko Siko		072 814 9949
2. Nkosinathi Guda		073 712 0044
3. Gloria Magwebu		073 597 4716
4. Mr. Zibele Buti		
5. Nokubonga Koti		063 399 4410
6. Loyiso Hanganana		084 366 7876
7. Noyedwa Jaxa		071 700 0852
8. Nomakhaya Xaluva		073 660 5130
9. Mthethunzima Mlonyeni		073 573 7559
10. Nonasile Mpandle		083 478 6989

Traditional Leadership in Ward

Name and Surname	Position	Contact number
Douglas Koto	headman	076 632 3148
Mr Ntsukwana	headman	078 810 0646

Total number of population	4800
Males	1762
Females	3030
Types of dwellings	
Languages spoken	Xhosa,english

Socio-Economic Profile

<i>Socio-Economic Group</i>	<i>Challenges Faced By Socio Economic Groups</i>
Elderly Citizens “ Old aged and Pensioners / Retired	No Home Care Services, Lack of Public Transport Services and Lack of Affordable housing schemes. High crime rate
Mixed Youth (People aged 17 -35)	Limited Job opportunities Medium to high school drop rates Poor Career guidance Poor access to internet
Students	Poor career guidance Lack of Learning resources Unreliable scholar transport
Unemployment Unemployed People	Limited Job opportunities Lack of Skills Lower education levels Poor/No access to internet
Disabled	Accessibility to Municipal and Private Buildings Beaches and amenities. Lack of business support targeting PWDs Access to transport
Homeless	
Self employed	Limited Business opportunities Lack of Business Support Poor business infrastructure
Children & youth under 17	Lack of recreational facilities Poverty and malnutrition Lack of childhood development centres

Strengths, Weaknesses, opportunities, and threats per Socio-Economic Group

Socio-Economic group	Strengths	Weaknesses	Opportunities	Threats
Elderly Citizens “ Old aged and Pensioners / Retired	Experience Generally strong work ethic	Physical weakness Slow Poor Health	Knowledge and experience	Health Crime
Mixed Youth (People aged 17 -35)	Energy Entrepreneurship Enthusiasm Education Health	Lack of entrepreneurial drive Dependency on parents and state Alchol and Drug Addiction	Formal , informal and informal education entrepreneurship	Alcohol & drugs Crime and violence HIV & AIDS Outflow into urban areas
Students	Energy Entrepreneurship Enthusiasm Education Health	Lack of entrepreneurial drive Dependency on parents and sate Alchol and Drug Addiction	Formal , informal and informal education entrepreneurship	Alcohol & drugs Crime and violence HIV & AIDS
Unemployment Under employed People	Health Energy Knowledge & Skills	Poor motivation Financial difficulties	Entrepreneurship Further education and skilling	Alcohol & drugs Crime and violence HIV & AIDS
Disabled	Health Energy	Societal rejection and Stigna Lack of disability friendly infrastructure & resources	Formal , informal and informal education Entrepreneueship	Alcohol & drugs Crime and violence HIV & AIDS

Activities, Assets, and Services available to the Community

Physical Assets - Government Departments / Government Entities / Services

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Clinic & Hospital	1	4	2	
Police Station	0	3	2	
Municipal offices	0	4	2	
Primary schools	10	5	2	
Secondary schools	1	5	5	
Tertiary institution	1	3	5	
Community hall	1	5	4	
Dipping tank	2	2	3	
Shearing Shed	2	5	3	
Libraries	0	2	1	
Sports facilities	0	3	2	

Community based organization

NAME OF ORGANISATION	DEVELOPMENT AREA	FUNCTIONAL/NOT FUNCTIONAL
COMMUNITY POLICING FORUM	Community safety and Security	Functional
HIV/AIDS COUNCIL	Health	Functional
YOUTH FORUM	Locale Economic Development	Functional

Environmental Assets

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Dam	1	4	2	
Arable land	1	3	2	
Rivers	1	4	2	
	10	5	2	

Strategic Interventions Required

Water & Toilets needed in Qhugqwaru, Request for paypoints to return in ward, Nurses home needed in Vaalbank clinic & equipment assistance, Toilets for disability, Grade 12 assisted with jobs,

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Drug, Alcohol and Substance Abuse	Visible Policing and uprooting of drug dealers Raise awareness around substance abuse among youth Youth development programmes and activities	Identify drug dealers and premises where drugs are sold	Mobilise youth and community to participate in awareness campaigns Youth Coordinator and CDW's to coordinate awareness campaigns.	Police support needed
Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Unemployment and poverty	Job Creation projects needed that are labour intensive. Training and skills development opportunities needed to empower youth to acquire skills to seek permanent employment. Rollout more Soup Kitchens and Community Food Gardens as relieve for poverty stricken families Promote and Support SMME Development / Upcoming business entrepreneurs.	Mobilise youth and community to participate in available programmes	Business support centre Funding co-ordination	Provincial government Private sector
Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development

Current Capital Projects

PROJECT	AMOUNT	DETAILS	IDP REFERENCE
Road Maintance		15 kms in ward 5,6,7,8,9	
electrification	R 1 800 000	250 homes in ward 7	
Shearing shed	R 1569000	Ward 17 & ward 9	
feedlot	R 800 000	Ward 16	
Multi purpose centre	R 10 471 500	Ward 4	
Vehicle testing station	R 7500 000	Ward 4	
Indwe sports field	R13500000		
Staff offices	R 40 00 000	Ward 4	
Free basic electricity	R 1 800 000	All wards	
Business support services	R 150 000	All wards	
12 Nguni Bulls distributed		Wards 1 3 5 6 12 15	
Tourism road shows	R 150 000	All wards	
Mining administrative support	R 75 000	All wards	
cwp		All wards	
epwp	220 jobs created	All wards	
Ward committee training	R 600 000	All wards	

Proposed New Projects /New Community needs

NEED	NARRATIVE
1.Water and Sanitation	Water scarcity
2.Shearing shed	In one ward
3.Access roads	Gogo
4.Bridge	All areas
5.Sport fields	Not available
6.Library	Not available
7.fencing	Grazing land
8.Shearing Shed	Vaal bank

WARD 9

Ward Profile

WARD VISION, MISSION AND OBJECTIVES

Vision

“A ward that delivers a sustainable service towards socio-economic growth for the development of its community”.

Mission

“A ward that promotes quality and service excellence”

Objectives

- Promote peace
- Participate in ward development
- Support our elected officials
- Take initiatives and interest in our lives

NAME OF SETTLEMENTS IN THE WARD

1.ZWAARTWATER	2.MDENI
3.DUM-DUM	4.GOVA
5.QUMBU	6.TABASA
7.SDWADWENI VAALBANK	8.EZINGCACENI
9.BAPTISE	10.DUKATHOLE
11.MAYEYE	12.EZIDENGENI
13.NYASHE	14.MAGEMFANENI

WARD COUNCILLOR

NAME AND SURNAME	CONTACT NUMBER
LINDA FATYELA	73 29 618

WARD COMMITTEE MEMBERS

Name and Surname	Portfolio/Sector	Contact Number
1.Nonkululeko Mdivasi	Secretary	071 080 4144
2.Nontembiso Mankayi	Home affairs	073 210 4544
3.Tanduxolo Ngesi	Agriculture	063 032 0068
4.Nomawethu Ntsomi	Disability	073 919 6729
5.Nomthunzi Kibido	Education	084 499 2046
6.Nozuko Hondwana	Safety and security	060 415 0327
7.Nolulamille Davani	Social development	071 193 7190
8.Vuyokazi Matolengwe	Health	073 648 0463
9.Nokubonga Qampi	Human settlement	073 855 2712
10.Phathiswa Ngxazisa	Sports and Culture	073 243 6014

Traditional Leadership in Ward

Name and Surname	Position	Contact number
Sigqolana Mzukisi	Headman	083 594 7022

Total number of population	4800
Males	1762
Females	3030
Types of dwellings	
Languages spoken	Xhosa,english

Socio-Economic Profile

<i>Socio-Economic Group</i>	<i>Challenges Faced By Socio Economic Groups</i>
Elderly Citizens “ Old aged and Pensioners / Retired	No Home Care Services, Lack of Public Transport Services and Lack of Affordable housing schemes. High crime rate
Mixed Youth (People aged 17 -35)	Limited Job opportunities Medium to high school drop rates Poor Career guidance Poor access to internet
Students	Poor career guidance Lack of Learning resources Unreliable scholar transport
Unemployment Unemployed People	Limited Job opportunities Lack of Skills Lower education levels Poor/No access to internet
Disabled	Accessibility to Municipal and Private Buildings Beaches and amenities. Lack of business support targeting PWDs Access to transport
Homeless	
Self employed	Limited Business opportunities Lack of Business Support Poor business infrastructure
Children & youth under 17	Lack of recreational facilities Poverty and malnutrition Lack of childhood development centres

Strengths, Weaknesses, opportunities, and threats per Socio-Economic Group

Socio-Economic group	Strengths	Weaknesses	Opportunities	Threats
Elderly Citizens “ Old aged and Pensioners / Retired	Experience Generally strong work ethic	Physical weakness Slow Poor Health	Knowledge and experience	Health Crime
Mixed Youth (People aged 17 -35)	Energy Entrepreneurship Enthusiasm Education Health	Lack of entrepreneurial drive Dependency on parents and state Alchol and Drug Addiction	Formal , informal and informal education entrepreneurship	Alcohol & drugs Crime and violence HIV & AIDS Outflow into urban areas
Students	Energy Entrepreneurship Enthusiasm Education Health	Lack of entrepreneurial drive Dependency on parents and sate Alchol and Drug Addiction	Formal , informal and informal education entrepreneurship	Alcohol & drugs Crime and violence HIV & AIDS
Unemployment Under employed People	Health Energy Knowledge & Skills	Poor motivation Financial difficulties	Entrepreneurship Further education and skilling	Alcohol & drugs Crime and violence HIV & AIDS
Disabled	Health Energy	Societal rejection and Stigna Lack of disability friendly infrastructure & resources	Formal , informal and informal education Entrepreneurueship	Alcohol & drugs Crime and violence HIV & AIDS

Activities, Assets, and Services available to the Community

Physical Assets - Government Departments / Government Entities / Services

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Clinic & Hospital	1	4	2	
Police Station	0	3	2	
Municipal offices	0	4	2	
Primary schools	11	5	2	
Secondary schools	2	5	5	
Tertiary institution	4	3	5	
Community hall	1	5	4	
Dipping tank	1	2	3	
Shearing Shed	4	5	3	
Libraries	0	2	1	
Sports facilities	0	3	2	

Community based organization

NAME OF ORGANISATION	DEVELOPMENT AREA	FUNCTIONAL/NOT FUNCTIONAL
COMMUNITY POLICING FORUM	Community safety and Security	Functional
HIV/AIDS COUNCIL	Health	Functional
YOUTH FORUM	Locale Economic Development	Functional

Environmental Assets

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Dam	1	4	2	
Arable land	1	3	2	
Rivers	1	4	2	
	10	5	2	

Strategic Interventions Required

Need social services as social workers don't come to people, housing contractor gone says he is owed, all schools in ward have teacher shortages, need sports field in Emdeni, No grade R class/ facility in Vaalbank,

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Drug, Alcohol and Substance Abuse	Visible Policing and uprooting of drug dealers Raise awareness around substance abuse among youth Youth development programmes and activities	Identify drug dealers and premises where drugs are sold	Mobilise youth and community to participate in awareness campaigns Youth Coordinator and CDW's to coordinate awareness campaigns.	Police support needed
Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Unemployment and poverty	Job Creation projects needed that are labour intensive. Training and skills development opportunities needed to empower youth to acquire skills to seek permanent employment. Rollout more Soup Kitchens and Community Food Gardens as relieve for poverty stricken families Promote and Support SMME Development / Upcoming business entrepreneurs.	Mobilise youth and community to participate in available programmes	Business support centre Funding co-ordination	Provincial government Private sector
Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development

Current Capital Projects

PROJECT	AMOUNT	DETAILS	IDP REFERENCE
Road Maintance		15 kms in ward 5,6,7,8,9	
electrification	R 1 800 000	250 homes in ward 7	
Shearing shed	R 1569000	Ward 17 & ward 9	
feedlot	R 800 000	Ward 16	
Multi purpose centre	R 10 471 500	Ward 4	
Vehicle testing station	R 7500 000	Ward 4	
Indwe sports field	R13500000		
Staff offices	R 40 00 000	Ward 4	
Free basic electricity	R 1 800 000	All wards	
Business support services	R 150 000	All wards	
12 Nguni Bulls distributed		Wards 1 3 5 6 12 15	
Tourism road shows	R 150 000	All wards	
Mining administrative support	R 75 000	All wards	
cwp		All wards	
epwp	220 jobs created	All wards	
Ward committee training	R 600 000	All wards	

Proposed New Projects /New Community needs

NEED	NARRATIVE
1.Electricity	A lot of extensions are needed
2.Water	Water extension
3.Skills development	Reduction of unemployment
4.RDP houses	Community members need decent houses
5.Sanitation	Health promotion
6.Access roads	All areas
7.Briges and Highways	All areas
8.Education	All areas
9. Shearing shed	All areas
10.Fencing of land	All areas

WARD 10

Ward Profile

WARD VISION, MISSION AND OBJECTIVES

Vision

“We are a ward that aims to have good service delivery and to enhance community participation.

Mission

“A ward that promotes quality and service excellence”

Objectives

- Promote peace
- Participate in ward development
- Support our elected officials
- Take initiatives and interest in our lives

4.2 NAME OF SETTLEMENTS IN THE WARD

1.BANKIES	2.NDIMANGENI
3.NGCALSOYI	4.BUFFELDORINGS
5.GXOBHO-TSAWULAYO	6.TSEMBEYI

4.3 WARD COUNCILLOR

NAME AND SURNAME	CONTACT NUMBER
ZOYISILE MOSHANI	073 082 9618

WARD COMMITTEE MEMBERS

Name and Surname	Portfolio/Sector	Contact Number
1.Thembisile Gcuze	Infrastructure	0823400393
2.Nosango Mayika	Health	0833554809
3.Thamsqanqa Qwanya	Education	066 335 4809
4.Mandlakapheli Kuku	Agriculture	073 809 65 96
5.Thobeka Qoko	Social development	078 960 2479
6.Nosango Sijaji	Safety and security	078 329 2270
7.Nolisini Pistoli	Agriculture	083 746 2566
8.Nobathembu Nqumbashe	Traditional affairs	078 704 5196
9.Thandi Mathamba	Disability	078 769 5311
10.Ntombekhaya Sijaji	Youth Affairs	073 675 7547

Traditional Leadership in Ward

Name and Surname	Position	Contact number
Mncedisi Sali	Headman	
Mthuzimele Mpoza	Headman	

Total number of population	4800
Males	1762
Females	3030
Types of dwellings	
Languages spoken	Xhosa,english

Socio-Economic Profile

<i>Socio-Economic Group</i>	<i>Challenges Faced By Socio Economic Groups</i>
Elderly Citizens “ Old aged and Pensioners / Retired	No Home Care Services, Lack of Public Transport Services and Lack of Affordable housing schemes. High crime rate
Mixed Youth (People aged 17 -35)	Limited Job opportunities Medium to high school drop rates Poor Career guidance Poor access to internet
Students	Poor career guidance Lack of Learning resources Unreliable scholar transport
Unemployment Unemployed People	Limited Job opportunities Lack of Skills Lower education levels Poor/No access to internet
Disabled	Accessibility to Municipal and Private Buildings Beaches and amenities. Lack of business support targeting PWDs Access to transport
Homeless	
Self employed	Limited Business opportunities Lack of Business Support Poor business infrastructure
Children & youth under 17	Lack of recreational facilities Poverty and malnutrition Lack of childhood development centres

Strengths, Weaknesses, opportunities, and threats per Socio-Economic Group

Socio-Economic group	Strengths	Weaknesses	Opportunities	Threats
Elderly Citizens “ Old aged and Pensioners / Retired	Experience Generally strong work ethic	Physical weakness Slow Poor Health	Knowledge and experience	Health Crime
Mixed Youth (People aged 17 -35)	Energy Entrepreneurship Enthusiasm Education Health	Lack of entrepreneurial drive Dependency on parents and state Alchol and Drug Addiction	Formal , informal and informal education entrepreneurship	Alcohol & drugs Crime and violence HIV & AIDS Outflow into urban areas
Students	Energy Entrepreneurship Enthusiasm Education Health	Lack of entrepreneurial drive Dependency on parents and sate Alchol and Drug Addiction	Formal , informal and informal education entrepreneurship	Alcohol & drugs Crime and violence HIV & AIDS
Unemployment Under employed People	Health Energy Knowledge & Skills	Poor motivation Financial difficulties	Entrepreneurship Further education and skilling	Alcohol & drugs Crime and violence HIV & AIDS
Disabled	Health Energy	Societal rejection and Stigna Lack of disability friendly infrastructure & resources	Formal , informal and informal education Entrepreneurseuship	Alcohol & drugs Crime and violence HIV & AIDS

Activities, Assets, and Services available to the Community

Physical Assets - Government Departments / Government Entities / Services

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Clinic & Hospital	1	4	2	
Police Station	0	3	2	
Municipal offices	0	4	2	
Primary schools	8	5	2	
Secondary schools	2	5	5	
Tertiary institution	1	3	5	
Community hall	1	5	4	
Dipping tank	1	2	3	
Shearing Shed	1	5	3	
Libraries	1	2	1	
Sports facilities	0	3	2	

Community based organization

NAME OF ORGANISATION	DEVELOPMENT AREA	FUNCTIONAL/NOT FUNCTIONAL
COMMUNITY POLICING FORUM	Community safety and Security	Functional
HIV/AIDS COUNCIL	Health	Functional
YOUTH FORUM	Locale Economic Development	Functional

Environmental Assets

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Dam	1	4	2	
Arable land	1	3	2	
Rivers	1	4	2	
	10	5	2	

Strategic Interventions Required

Fencing at Tsembeyi clinic destroyed & medicine shortage, Traditional beer sold to under aged, Police visibility need, Revitalisation of Sport fields, farmers need Training, Dip and seeds, Removal of Foreign & dangerous plants in Gxojeni, All roads in ward in a bad state. Shortage of teachers in schools in ward,

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Drug, Alcohol and Substance Abuse	Visible Policing and uprooting of drug dealers Raise awareness around substance abuse among youth Youth development programmes and activities	Identify drug dealers and premises where drugs are sold	Mobilise youth and community to participate in awareness campaigns Youth Coordinator and CDW's to coordinate awareness campaigns.	Police support needed

Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development
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Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Unemployment and poverty	Job Creation projects needed that are labour intensive. Training and skills development opportunities needed to empower youth to acquire skills to seek permanent employment. Rollout more Soup Kitchens and Community Food Gardens as relieve for poverty stricken families Promote and Support SMME Development / Upcoming business entrepreneurs.	Mobilise youth and community to participate in available programmes	Business support centre Funding co-ordination	Provincial government Private sector
Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development

Current Capital Projects

PROJECT	AMOUNT	DETAILS	IDP REFERENCE
Road Maintance		15 kms in ward 5,6,7,8,9	
electrification	R 1 800 000	250 homes in ward 7	
Shearing shed	R 1569000	Ward 17 & ward 9	
feedlot	R 800 000	Ward 16	
Multi purpose centre	R 10 471 500	Ward 4	
Vehicle testing station	R 7500 000	Ward 4	
Indwe sports field	R13500000		
Staff offices	R 40 00 000	Ward 4	
Free basic electricity	R 1 800 000	All wards	
Business support services	R 150 000	All wards	
12 Nguni Bulls distributed		Wards 1 3 5 6 12 15	
Tourism road shows	R 150 000	All wards	
Mining administrative support	R 75 000	All wards	
cwp		All wards	
epwp	220 jobs created	All wards	
Ward committee training	R 600 000	All wards	

Proposed New Projects /New Community needs

NEED	NARRATIVE
1.Sanitation	All Villages
2.Water	All Villages
3.RDP houses	All Villages
4.Employment	All Villages
5.Tractors	All Villages
6.Fencing of roads	All Villages
7.Cuttting of trees	All Villages
8.Fencing of cemeteries	All Villages
9.Mantainance of PRs	All Villages
10. donga walls	All Villages

WARD 11

Ward Profile

WARD VISION, MISSION AND OBJECTIVES

Vision

“We are a ward that aims to have good service delivery and to enhance community participation.
”.

Mission

“Ward delivers according to the ward needs with sustainable and affordable services”

Objectives

- Promote peace
- Participate in ward development
- Support our elected officials
- Take initiatives and interest in our lives

NAME OF SETTLEMENTS IN THE WARD

1.MUNIIVILLE	2.HARRY GWALA
3.MARAMASTAD	4.HARRY GWALA EXT.1
5.HARRY GWALA EX.2	6.ZWELETHEMBA
7.ROBINVILLE	8.UPPER TEMBISA
9.	10.

WARD COUNCILLOR

NAME AND SURNAME	CONTACT NUMBER
THEMBI MONDILE	072 156 4389

WARD COMMITTEE MEMBERS

Name and Surname	Portfolio/Sector	Contact Number
1.Vuyokazi Bobotyana	Social development	073 292 1799
2.Lindelwa Roro	Skills development	079 783 5654
3.Tsulo Makatso	Livestock production	072 760 0516
4.Kholiswa Gogo	SMMS	076 132 1456
5.Raymond Masiza	Education, health and justice	071 248 0591
6.Thobile Musina	Sports	073 196 6198
7.Lungiswa Fasi	Crop Production	078 596 0831
8.Thozama Mtshayi	Infrastructure	076 733 6481
9.Nokuphumla Tyalimpi	Public participation	082 225 6328
10.Mayekiso Phuthunani	Council of churches	078 439 9586

Socio-Economic Profile

<i>Socio-Economic Group</i>	<i>Challenges Faced By Socio Economic Groups</i>
Elderly Citizens “ Old aged and Pensioners / Retired	No Home Care Services, Lack of Public Transport Services and Lack of Affordable housing schemes. High crime rate
Mixed Youth (People aged 17 -35)	Limited Job opportunities Medium to high school drop rates Poor Career guidance Poor access to internet
Students	Poor career guidance Lack of Learning resources Unreliable scholar transport
Unemployment Unemployed People	Limited Job opportunities Lack of Skills Lower education levels Poor/No access to internet
Disabled	Accessibility to Municipal and Private Buildings Beaches and amenities. Lack of business support targeting PWDs Access to transport
Homeless	
Self employed	Limited Business opportunities Lack of Business Support Poor business infrastructure
Children & youth under 17	Lack of recreational facilities Poverty and malnutrition Lack of childhood development centres

Strengths, Weaknesses, opportunities, and threats per Socio-Economic Group

Socio-Economic group	Strengths	Weaknesses	Opportunities	Threats
Elderly Citizens “ Old aged and Pensioners / Retired	Experience Generally strong work ethic	Physical weakness Slow Poor Health	Knowledge and experience	Health Crime
Mixed Youth (People aged 17 -35)	Energy Entrepreneurship Enthusiasm Education Health	Lack of entrepreneurial drive Dependency on parents and state Alchol and Drug Addiction	Formal , informal and informal education entrepreneurship	Alcohol & drugs Crime and violence HIV & AIDS Outflow into urban areas
Students	Energy Entrepreneurship Enthusiasm Education Health	Lack of entrepreneurial drive Dependency on parents and sate Alchol and Drug Addiction	Formal , informal and informal education entrepreneurship	Alcohol & drugs Crime and violence HIV & AIDS
Unemployment Under employed People	Health Energy Knowledge & Skills	Poor motivation Financial difficulties	Entrepreneurship Further education and skilling	Alcohol & drugs Crime and violence HIV & AIDS
Disabled	Health Energy	Societal rejection and Stigna Lack of disability friendly infrastructure & resources	Formal , informal and informal education Entrepreneurueship	Alcohol & drugs Crime and violence HIV & AIDS

Activities, Assets, and Services available to the Community

Physical Assets - Government Departments / Government Entities / Services

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Clinic & Hospital	0	4	2	
Police Station	1	3	2	
Municipal offices	1	4	2	
Primary schools	2	5	2	
Secondary schools	0	5	5	
Tertiary institution	1	3	5	
Community hall	3	5	4	
Dipping tank	1	2	3	
Shearing Shed	1	5	3	
Libraries	0	2	1	
Sports facilities	0	3	2	

Community based organization

NAME OF ORGANISATION	DEVELOPMENT AREA	FUNCTIONAL/NOT FUNCTIONAL
COMMUNITY POLICING FORUM	Community safety and Security	Functional
HIV/AIDS COUNCIL	Health	Functional
YOUTH FORUM	Locale Economic Development	Functional

Environmental Assets

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Dam	1	4	2	
Arable land	1	3	2	
Rivers	1	4	2	
	10	5	2	

Strategic Interventions Required

Overflowing toilets no assistance from CHDM, Farmers struggling due to drought, 274 houses which were promised electricity in Harry Gwala section still not done AND 16 extensions, 289 Housing Project by Human Settlement workers have no contracts and many other challenges needing intervention, Soccer players request equipment, Toilet and assistance for Margaret Harris,

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Drug, Alcohol and Substance Abuse	Visible Policing and uprooting of drug dealers Raise awareness around substance abuse among youth Youth development programmes and activities	Identify drug dealers and premises where drugs are sold	Mobilise youth and community to participate in awareness campaigns Youth Coordinator and CDW's to coordinate awareness campaigns.	Police support needed
Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
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Current Capital Projects

PROJECT	AMOUNT	DETAILS	IDP REFERENCE
Road Maintance		15 kms in ward 5,6,7,8,9	
electrification	R 1 800 000	250 homes in ward 7	
Shearing shed	R 1569000	Ward 17 & ward 9	
feedlot	R 800 000	Ward 16	
Multi purpose centre	R 10 471 500	Ward 4	
Vehicle testing station	R 7500 000	Ward 4	
Indwe sports field	R13500000		
Staff offices	R 40 00 000	Ward 4	
Free basic electricity	R 1 800 000	All wards	
Business support services	R 150 000	All wards	
12 Nguni Bulls distributed		Wards 1 3 5 6 12 15	
Tourism road shows	R 150 000	All wards	
Mining administrative support	R 75 000	All wards	
cwp		All wards	
epwp	220 jobs created	All wards	
Ward committee training	R 600 000	All wards	

Proposed New Projects /New Community needs

NEED	NARRATIVE
1.Houses	289 project
2.Electricity	Extension 16
4.Clinics	No clinic in thward
5.Schools	FET colleges
6.Skills centers	Job opportunities
7.Infrastructure roads	Maintenance in all villages
8.Commonages fencing	
9.Dipping tanks	To assist farmers
10.Shearing shed	Shearing shed

WARD 12

Ward Profile

WARD VISION, MISSION AND OBJECTIVES

Vision

“We are a ward that aims to have good service delivery and to enhance community participation.”.

Mission

“Ward delivers according to the ward needs with sustainable and affordable services”

Objectives

- Promote peace
- Participate in ward development
- Support our elected officials
- Take initiatives and interest in our lives

NAME OF SETTLEMENTS IN THE WARD

1.MOUNT ARTHUR	2.MOUNT HILL
3.RONENI	4.GOMORO
5.NGQANDA	6.HALA
7.BAKANENI	8.MQITHI
9.GOLI	10.NGXINGWENI
11.NZOLO	12.GXUBANA
13.SDAKENI	14.CLINIC
15.MDANTSANE	16.OWEMPE
17.NEW BRIGHTON	18.GUGULETHU
19.EMJIKELWENI	20.LUXENI

20.MTUNZINI	22.PARADESI
23.NCALUKENI	24.BOMENI
25.MKAPHUSHI	

WARD COUNCILLO

NAME AND SURNAME	CONTACT NUMBER
THANDIWE NDLELA	071 745 5389

WARD COMMITTEE MEMBERS

Name and Surname	Portfolio/Sector	Contact Number
1.Zukiswa Peter	Public participation	078 259 0003
2.Xoliswa Mbombo	Youth forum	073 692 8367
3.Nomvula Jama	Agriculture	078 109 9863
4.Ngetelo Lungu / Lurafu	Infrastructure	073 042 4611
5.Namfazi V. Nikani	Skills development	072 794 4297
6.Bulelwa Ntunja		078 009 5417
7.Nomonde Mbobotsi	Health and Education	078 271 6755
8.Zwelandile Tukayi	Co-operative eco	
9.Nobekephi Mlungu	Sport	078 287 9859
10.Vacant		

Traditional Leadership in Ward

Name and Surname	Position	Contact number
Siyabulelo Mhlaba	Headman	
Thomas Mani	Headman	
Sogololo Paliso	Headman	

Socio-Economic Profile

<i>Socio-Economic Group</i>	<i>Challenges Faced By Socio Economic Groups</i>
Elderly Citizens “ Old aged and Pensioners / Retired	No Home Care Services, Lack of Public Transport Services and Lack of Affordable housing schemes. High crime rate
Mixed Youth (People aged 17 -35)	Limited Job opportunities Medium to high school drop rates Poor Career guidance Poor access to internet
Students	Poor career guidance Lack of Learning resources Unreliable scholar transport
Unemployment Unemployed People	Limited Job opportunities Lack of Skills Lower education levels Poor/No access to internet
Disabled	Accessibility to Municipal and Private Buildings Beaches and amenities. Lack of business support targeting PWDs Access to transport
Homeless	
Self employed	Limited Business opportunities Lack of Business Support Poor business infrastructure
Children & youth under 17	Lack of recreational facilities Poverty and malnutrition Lack of childhood development centres

Strengths, Weaknesses, opportunities, and threats per Socio-Economic Group

Socio-Economic group	Strengths	Weaknesses	Opportunities	Threats
Elderly Citizens “ Old aged and Pensioners / Retired	Experience Generally strong work ethic	Physical weakness Slow Poor Health	Knowledge and experience	Health Crime
Mixed Youth (People aged 17 -35)	Energy Entrepreneurship Enthusiasm Education Health	Lack of entrepreneurial drive Dependency on parents and state Alchol and Drug Addiction	Formal , informal and informal education entrepreneurship	Alcohol & drugs Crime and violence HIV & AIDS Outflow into urban areas
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Unemployment Under employed People	Health Energy Knowledge & Skills	Poor motivation Financial difficulties	Entrepreneurship Further education and skilling	Alcohol & drugs Crime and violence HIV & AIDS
Disabled	Health Energy	Societal rejection and Stigna Lack of disability friendly infrastructure & resources	Formal , informal and informal education Entrepreneurueship	Alcohol & drugs Crime and violence HIV & AIDS

Activities, Assets, and Services available to the Community

Physical Assets - Government Departments / Government Entities / Services

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Clinic & Hospital	2	4	2	
Police Station	0	3	2	
Municipal offices	0	4	2	
Primary schools	8	5	2	
Secondary schools	2	5	5	
Tertiary institution	1	3	5	
Community hall		5	4	
Dipping tank	1	2	3	
Shearing Shed	1	5	3	
Libraries	0	2	1	
Sports facilities	0	3	2	

Community based organization

NAME OF ORGANISATION	DEVELOPMENT AREA	FUNCTIONAL/NOT FUNCTIONAL
COMMUNITY POLICING FORUM	Community safety and Security	Functional
HIV/AIDS COUNCIL	Health	Functional
YOUTH FORUM	Locale Economic Development	Functional

Environmental Assets

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Dam	1	4	2	
Arable land	1	3	2	
Rivers	1	4	2	
	10	5	2	

5. Strategic Interventions Required

There is a big Sassa paypoint challenge , Water challenges as no water coming out of boreholes,

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Drug, Alcohol and Substance Abuse	Visible Policing and uprooting of drug dealers Raise awareness around substance abuse among youth Youth development programmes and activities	Identify drug dealers and premises where drugs are sold	Mobilise youth and community to participate in awareness campaigns Youth Coordinator and CDW's to coordinate awareness campaigns.	Police support needed

Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development
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Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Unemployment and poverty	Job Creation projects needed that are labour intensive. Training and skills development opportunities needed to empower youth to acquire skills to seek permanent employment. Rollout more Soup Kitchens and Community Food Gardens as relieve for poverty stricken families Promote and Support SMME Development / Upcoming business entrepreneurs.	Mobilise youth and community to participate in available programmes	Business support centre Funding co-ordination	Provincial government Private sector
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Current Capital Projects

PROJECT	AMOUNT	DETAILS	IDP REFERENCE
Road Maintance		15 kms in ward 5,6,7,8,9	
electrification	R 1 800 000	250 homes in ward 7	
Shearing shed	R 1 569 000	Ward 17 & ward 9	
feedlot	R 800 000	Ward 16	
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Vehicle testing station	R 7 500 000	Ward 4	
Indwe sports field	R13 500 000		
Staff offices	R 4 000 000	Ward 4	
Free basic electricity	R 1 800 000	All wards	
Business support services	R 150 000	All wards	
12 Nguni Bulls distributed		Wards 1 3 5 6 12 15	
Tourism road shows	R 150 000	All wards	
Mining administrative support	R 75 000	All wards	
cwp		All wards	
epwp	220 jobs created	All wards	
Ward committee training	R 600 000	All wards	

Proposed New Projects /New Community needs

NEED	NARRATIVE
1. Water and Sanitation	Mount Aurthur, villages and schools
2. Access Roads	Maintenance in all villages
3. Bridges	All villages
4. Shearing sheds	
5. RDP houses	
6. Electricity	Extension, Upgrade, Mt Aurthur and other villages
7. Sport fields	All villages
8. day Care Centers	All villages
9. Job Creation for youth	All villages
10. Storm water	Maintenance in all villages
11. Cleaners at clinics	
12. Forestation	Mkhaphusi

WARD 13

Ward Profile

WARD VISION, MISSION AND OBJECTIVES

Vision

“We are a ward that aims to have good service delivery and to enhance community participation.”.

Mission

“Ward delivers according to the ward needs with sustainable and affordable services”

Objectives

- Promote peace
- Participate in ward development
- Support our elected officials
- Take initiatives and interest in our lives

NAME OF SETTLEMENTS IN THE WARD

1.MOUNT ARTHUR	2.MOUNT HILL
3.RONENI	4.GOMORO
5.NGQANDA	6.HALA
7.BAKANENI	8.MQITHI
9.GOLI	10.NGXINGWENI
11.NZOLO	12.GXUBANA
13.SDAKENI	14.CLINIC
15.MDANTSANE	16.OWEMPE
17.NEW BRIGHTON	18.GUGULETHU
19.EMJIKELWENI	20.LUXENI
20.MTUNZINI	22.PARADESI
23.NCALUKENI	24.BOMENI
25.MKAPHUSHI	

WARD COUNCILLO

NAME AND SURNAME	CONTACT NUMBER
THANDIWE NDLELA	071 745 5389

WARD COMMITTEE MEMBERS

Name and Surname	Portfolio/Sector	Contact Number
1. Vusumzi matyobeni		073 849 0324
2. mandlenkosi Tonti		073 313 0169
3. Noluntu Vena		078 716 9190
4. Nosamkelo Topuko		072 939 4114
5. Siphumze Qashani		
6. Nophumzile Mntubu		073 799 0553
7. Phumeza Sandra Ntsomi		078 068 0679
8. Neliswa V. Booi		078 668 4759
9. Thembisa Sese		073 378 5789
10. Frank M. Manyonga		073 285 6683

Traditional Leadership in Ward

Name and Surname	Position	Contact number
Siyabulelo Mhlaba	Headman	
Thomas Mani	Headman	
Sogololo Paliso	Headman	

Socio-Economic Profile

<i>Socio-Economic Group</i>	<i>Challenges Faced By Socio Economic Groups</i>
Elderly Citizens “ Old aged and Pensioners / Retired	No Home Care Services, Lack of Public Transport Services and Lack of Affordable housing schemes. High crime rate
Mixed Youth (People aged 17 -35)	Limited Job opportunities Medium to high school drop rates Poor Career guidance Poor access to internet
Students	Poor career guidance Lack of Learning resources Unreliable scholar transport
Unemployment Unemployed People	Limited Job opportunities Lack of Skills Lower education levels Poor/No access to internet
Disabled	Accessibility to Municipal and Private Buildings Beaches and amenities. Lack of business support targeting PWDs Access to transport
Homeless	
Self employed	Limited Business opportunities Lack of Business Support Poor business infrastructure
Children & youth under 17	Lack of recreational facilities Poverty and malnutrition Lack of childhood development centres

Strengths, Weaknesses, opportunities, and threats per Socio-Economic Group

Socio-Economic group	Strengths	Weaknesses	Opportunities	Threats
Elderly Citizens “ Old aged and Pensioners / Retired	Experience Generally strong work ethic	Physical weakness Slow Poor Health	Knowledge and experience	Health Crime
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Unemployment Under employed People	Health Energy Knowledge & Skills	Poor motivation Financial difficulties	Entrepreneurship Further education and skilling	Alcohol & drugs Crime and violence HIV & AIDS
Disabled	Health Energy	Societal rejection and Stigna Lack of disability friendly infrastructure & resources	Formal , informal and informal education Entrepreneurseuship	Alcohol & drugs Crime and violence HIV & AIDS

Activities, Assets, and Services available to the Community

Physical Assets - Government Departments / Government Entities / Services

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Clinic & Hospital	2	4	2	
Police Station	0	3	2	
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Tertiary institution	1	3	5	
Community hall		5	4	
Dipping tank	1	2	3	
Shearing Shed	1	5	3	
Libraries	0	2	1	
Sports facilities	0	3	2	

Community based organization

NAME OF ORGANISATION	DEVELOPMENT AREA	FUNCTIONAL/NOT FUNCTIONAL
COMMUNITY POLICING FORUM	Community safety and Security	Functional
HIV/AIDS COUNCIL	Health	Functional
YOUTH FORUM	Locale Economic Development	Functional

Environmental Assets

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Dam	1	4	2	
Arable land	1	3	2	
Rivers	1	4	2	
	10	5	2	

Strategic Interventions Required

Mbolompeni needs pipes and jojo tanks as it a heavy rain fall area, access roads challenge, 2 houses destroyed in Luxeni,

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Drug, Alcohol and Substance Abuse	Visible Policing and uprooting of drug dealers Raise awareness around substance abuse among youth Youth development programmes and activities	Identify drug dealers and premises where drugs are sold	Mobilise youth and community to participate in awareness campaigns Youth Coordinator and CDW's to coordinate awareness campaigns.	Police support needed
Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development

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Current Capital Projects

PROJECT	AMOUNT	DETAILS	IDP REFERENCE
Road Maintance		15 kms in ward 5,6,7,8,9	
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Tourism road shows	R 150 000	All wards	
Mining administrative support	R 75 000	All wards	
cwp		All wards	
epwp	220 jobs created	All wards	
Ward committee training	R 600 000	All wards	

Proposed New Projects /New Community needs

NEED	NARRATIVE
1.Access to main roads	All villages
2.Bridges and causeways	All villages
3.Water and sanitation	Taleni, Gadlume, Helushe, Tshomazimba, Luxeni, Platkop, Mkhaphusi Gxojeni.
4.Sports grounds	Central in the ward
5.RDP houses	All villages
6.Community library	
7.Catchment dams	
8.Electricity extensions	
9.Police station	
10.Taxi rank	Nkangala
11.Alien Plant Eradication	
12.fencing and agricultural land	

WARD 14

Ward Profile

WARD VISION, MISSION AND OBJECTIVES

Vision

“to promote unity and development to eradicate poverty and promote healthy lifestyle”.

Mission

“Ward delivers according to the ward needs with sustainable and affordable services”

Objectives

- Promote peace
- Participate in ward development
- Support our elected officials
- Take initiatives and interest in our lives

NAME OF SETTLEMENTS IN THE WARD

WARD COUNCILLOR

NAME AND SURNAME	CONTACT NUMBER
Mncedisi Qomoyi	082 012 9119

WARD COMMITTEE MEMBERS

Name and Surname	Portfolio/Sector	Contact Number
1.Ntombesizwe Siyoko	SPU	072 396 1239
2.Buyiswa Gingeni	Tradition	083 493 2570
3.Siphokazi Maratana	Public Participation	082 766 4239
4.Lemakatso Siyoko	Religious	072 396 1239
5.Nosakhele Beko	Health education	071 351 6138
6.Nosakhele Ceki	Farmers	073 811 7817
7.Lindiwe Buyeye	Home affairs	074 384 2379
8.Nobahle Nkuzo	Education	073 661 4781
9.Fezeka Makatetsi	Sport	071 727 5200
10. Nophakamisa C. Bomvana	Crop	078 361 7229

Traditional Leadership in Ward

Name and Surname	Position	Contact number
M Mphanjukelwa	Headman	

Ward Demographic Profile

Total number of population	4500
Males	2000
Females	2500
Types of dwellings	
Languages spoken	Xhosa, English

Socio-Economic Profile

<i>Socio-Economic Group</i>	<i>Challenges Faced By Socio Economic Groups</i>
Elderly Citizens “ Old aged and Pensioners / Retired	No Home Care Services, Lack of Public Transport Services and Lack of Affordable housing schemes. High crime rate
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Self employed	Limited Business opportunities Lack of Business Support Poor business infrastructure
Children & youth under 17	Lack of recreational facilities Poverty and malnutrition Lack of childhood development centres

Strengths, Weaknesses, opportunities, and threats per Socio-Economic Group

Socio-Economic group	Strengths	Weaknesses	Opportunities	Threats
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Disabled	Health Energy	Societal rejection and Stigna Lack of disability friendly infrastructure & resources	Formal , informal and informal education Entrepreneurseuship	Alcohol & drugs Crime and violence HIV & AIDS

Activities, Assets, and Services available to the Community

Physical Assets - Government Departments / Government Entities / Services

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Clinic & Hospital	4	4	2	
Police Station	1	3	2	
Municipal offices	1	4	2	
Primary schools	9	5	2	
Secondary schools	2	5	5	
Tertiary institution	1	3	5	
Community hall	2	5	4	
Dipping tank	3	2	3	
Shearing Shed	1	5	3	
Libraries	0	2	1	
Sports facilities	1	3	2	

Community based organization

NAME OF ORGANISATION	DEVELOPMENT AREA	FUNCTIONAL/NOT FUNCTIONAL
COMMUNITY POLICING FORUM	Community safety and Security	Functional
HIV/AIDS COUNCIL	Health	Functional
YOUTH FORUM	Locale Economic Development	Functional

Environmental Assets

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Dam	1	4	2	
Arable land	1	3	2	
Rivers	1	4	2	
	10	5	2	

Strategic Interventions Required

Housing 289 Project, Low voltage electricity, Disabled persons request blankets and hall, Youth request skills and more youth to be added in fencing project and fencing/marketing of sport field and netball kit,

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Drug, Alcohol and Substance Abuse	Visible Policing and uprooting of drug dealers Raise awareness around substance abuse among youth Youth development programmes and activities	Identify drug dealers and premises where drugs are sold	Mobilise youth and community to participate in awareness campaigns Youth Coordinator and CDW's to coordinate awareness campaigns.	Police support needed
Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Unemployment and poverty	Job Creation projects needed that are labour intensive. Training and skills development opportunities needed to empower youth to acquire skills to seek permanent employment. Rollout more Soup Kitchens and Community Food Gardens as relieve for poverty stricken families Promote and Support SMME Development / Upcoming business entrepreneurs.	Mobilise youth and community to participate in available programmes	Business support centre Funding co-ordination	Provincial government Private sector
Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development

Current Capital Projects

PROJECT	AMOUNT	DETAILS	IDP REFERENCE
Road Maintance		15 kms in ward 5,6,7,8,9	
electrification	R 1 800 000	250 homes in ward 7	
Shearing shed	R 1569000	Ward 17 & ward 9	
feedlot	R 800 000	Ward 16	
Multi purpose centre	R 10 471 500	Ward 4	
Vehicle testing station	R 7500 000	Ward 4	
Indwe sports field	R13500000		
Staff offices	R 40 00 000	Ward 4	
Free basic electricity	R 1 800 000	All wards	
Business support services	R 150 000	All wards	
12 Nguni Bulls distributed		Wards 1 3 5 6 12 15	
Tourism road shows	R 150 000	All wards	
Mining administrative support	R 75 000	All wards	
cwp		All wards	
epwp	220 jobs created	All wards	
Ward committee training	R 600 000	All wards	

Proposed New Projects /New Community needs

NEED	NARRATIVE
1.Hall/Paypoint	Umhlanga location
2.Access roads	Mangweni to Nkalweni, Zwelitsha, Sosebenza, Mgqobozi, Nqonti to Tafeni, Nxomfu to Zola, crossway tafini to Sosebenza.
3.Electricity extension and infills	
4.Water extensions	
5.Storm water	
6.Spring shopping	
7.Annual Easter Tournament	
8.Art Centre	Dordrecht
9.Sport grounds	Chankele, Kalkfontein
10.IT centre	
11.Grass cutting	Along Rail line
12.Fencing and Fencing	Emaqathini, Chankcele, Tafile, Qaqeni, Kalfontein, Cemeteries.
13.Pre-school	Mrhosheni

WARD 15

Ward Profile

WARD VISION, MISSION AND OBJECTIVES

Vision

“Unity in development, transparency, participation of the community”

Mission

“Work together as a community to grow and solve all our challenges”

Objectives

- Promote peace
- Participate in ward development
- Support our elected officials
- Take initiatives and interest in our lives

NAME OF SETTLEMENTS IN THE WARD

WARD COUNCILLOR

NAME AND SURNAME	CONTACT NUMBER
Lizo Paul	082 686 7908

WARD COMMITTEE MEMBERS

Name and Surname	Portfolio/Sector	Contact Number
1. Sibongiseni Alakhe Rilityane		073 704 4318
2. Thumeka Yoyo		082 861 7576
3. Nolizwi Bathembu		078 135 4140
4. Nomphele Duda		076 393 9356
5. Malibongwe Gura		063 100 6145
6. Nomvuko Ntantiso		078 036 2423
7. Zibonisile Maxaku		
8. Zoliswa khuselo		076 818 3300
9. Mhlangabezi Mangqamba		078 989 1892
10. N. Peter		83 2 0424

Traditional leadership

Name and Surname	Position	Contact number
Gungqa	Headman	072 662 7633

Ward Demographic Profile

Total number of population	7438
Males	7443
Females	9023
Types of dwellings	
Languages spoken	Englsh,Xhosa and Afrikaans

Socio-Economic Profile

<i>Socio-Economic Group</i>	<i>Challenges Faced By Socio Economic Groups</i>
Elderly Citizens “ Old aged and Pensioners / Retired	No Home Care Services, Lack of Public Transport Services and Lack of Affordable housing schemes. High crime rate
Mixed Youth (People aged 17 -35)	Limited Job opportunities Medium to high school drop rates Poor Career guidance Poor access to internet
Students	Poor career guidance Lack of Learning resources Unreliable scholar transport
Unemployment Unemployed People	Limited Job opportunities Lack of Skills Lower education levels Poor/No access to internet
Disabled	Accessibility to Municipal and Private Buildings Beaches and amenities. Lack of business support targeting PWDs Access to transport
Homeless	
Self employed	Limited Business opportunities Lack of Business Support Poor business infrastructure
Children & youth under 17	Lack of recreational facilities Poverty and malnutrition Lack of childhood development centres

Strengths, Weaknesses, opportunities, and threats per Socio-Economic Group

Socio-Economic group	Strengths	Weaknesses	Opportunities	Threats
Elderly Citizens “ Old aged and Pensioners / Retired	Experience Generally strong work ethic	Physical weakness Slow Poor Health	Knowledge and experience	Health Crime
Mixed Youth (People aged 17 -35)	Energy Entrepreneurship Enthusiasm Education Health	Lack of entrepreneurial drive Dependency on parents and state Alchol and Drug Addiction	Formal , informal and informal education entrepreneurship	Alcohol & drugs Crime and violence HIV & AIDS Outflow into urban areas
Students	Energy Entrepreneurship Enthusiasm Education Health	Lack of entrepreneurial drive Dependency on parents and sate Alchol and Drug Addiction	Formal , informal and informal education entrepreneurship	Alcohol & drugs Crime and violence HIV & AIDS
Unemployment Under employed People	Health Energy Knowledge & Skills	Poor motivation Financial difficulties	Entrepreneurship Further education and skilling	Alcohol & drugs Crime and violence HIV & AIDS
Disabled	Health Energy	Societal rejection and Stigna Lack of disability friendly infrastructure & resources	Formal , informal and informal education Entrepreneueship	Alcohol & drugs Crime and violence HIV & AIDS

Activities, Assets, and Services available to the Community

Physical Assets - Government Departments / Government Entities / Services

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Clinic & Hospital	1	4	2	
Police Station	1	3	2	
Municipal offices	1	4	2	
Primary schools	6	5	2	
Secondary schools	3	5	5	
Tertiary institution	0	3	5	
Community hall	1	5	4	
Dipping tank	1	2	3	
Shearing Shed	1	5	3	
Libraries	0	2	1	
Sports facilities	0	3	2	

Community based organisation

NAME OF ORGANISATION	DEVELOPMENT AREA	FUNCTIONAL/NOT FUNCTIONAL
COMMUNITY POLICING FORUM	Community safety and Security	Functional
HIV/AIDS COUNCIL	Health	Functional
YOUTH FORUM	Locale Economic Development	Functional

Environmental Assets

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Dam	1	4	2	
Arable land	1	3	2	
Rivers	1	4	2	
	10	5	2	

Strategic Interventions Required

Overflowing drainage @Location, Roads & Fencing at Lukhanyo J.S.S, Unelectrified Guba farms, RDP Houses, Need Preschool premises, Water challenge, incomplete toilets, Better School security needed,

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Drug, Alcohol and Substance Abuse	Visible Policing and uprooting of drug dealers Raise awareness around substance abuse among youth Youth development programmes and activities	Identify drug dealers and premises where drugs are sold	Mobilise youth and community to participate in awareness campaigns Youth Coordinator and CDW's to coordinate awareness campaigns.	Police support needed
Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Unemployment and poverty	Job Creation projects needed that are labour intensive. Training and skills development opportunities needed to empower youth to acquire skills to seek permanent employment. Rollout more Soup Kitchens and Community Food Gardens as relieve for poverty stricken families Promote and Support SMME Development / Upcoming business entrepreneurs.	Mobilise youth and community to participate in available programmes	Business support centre Funding co-ordination	Provincial government Private sector
Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development

Current Capital Projects

PROJECT	AMOUNT	DETAILS	IDP REFERENCE
Road Maintance		15 kms in ward 5,6,7,8,9	
electrification	R 1 800 000	250 homes in ward 7	
Shearing shed	R 1569000	Ward 17 & ward 9	
feedlot	R 800 000	Ward 16	
Multi purpose centre	R 10 471 500	Ward 4	
Vehicle testing station	R 7500 000	Ward 4	
Indwe sports field	R13500000		
Staff offices	R 40 00 000	Ward 4	
Free basic electricity	R 1 800 000	All wards	
Business support services	R 150 000	All wards	
12 Nguni Bulls distributed		Wards 1 3 5 6 12 15	
Tourism road shows	R 150 000	All wards	
Mining administrative support	R 75 000	All wards	
cwp		All wards	
epwp	220 jobs created	All wards	
Ward committee training	R 600 000	All wards	

Proposed New Projects /New Community needs

NEED	NARRATIVE
1.Water and sanitation	Manyano location
2.Shearing Shed Lupepeni	
3.Fencing	All villages
4.Mobile clinic	
5.Network Tower	
6.Electricity Extension areas	
7.Bridges	
8.Tar Road	Road to lady Frere
9.Storm water	
10.Access Roads	

WARD 16

Ward Profile

WARD VISION, MISSION AND OBJECTIVES

Vision

“ PURSUING OUR DREAMS AND CONQUERING OUR CHALLENGES AS A TEAM”

Mission

“Work together as a community to grow and solve all our challenges”

Objectives

- Promote peace
- Participate in ward development
- Support our elected officials
- Take initiatives and interest in our lives

NAME OF SETTLEMENTS IN THE WARD

1.CUMAKALA	2.TOPU
3.MTSHEKO	4.KAVALA
5.DEOP	6.NOLUTHANDO
7.GCINA	8.ZINGXONDO
9.MACKASNEK	10.

WARD COUNCILLOR

NAME AND SURNAME	CONTACT NUMBER
SIYABULELA BONGO	072 349 3171

WARD COMMITTEE MEMBERS

Name and Surname	Portfolio/Sector	Contact Number
1. Sibongiseni Alakhe Rilityane		073 704 4318
2. Thumeka Yoyo		082 861 7576
3. Nolizwi Bathembu		078 135 4140
4. Nomphele Duda		076 393 9356
5. Malibongwe Gura		063 100 6145
6. Nomvuko Ntantiso		078 036 2423
7. Zibonisile Maxaku		
8. Zoliswa khuselo		076 818 3300
9. Mhlangabezi Mangqamba		078 989 1892
10. N. Peter		083 872 0424

Socio-Economic Profile

<i>Socio-Economic Group</i>	<i>Challenges Faced By Socio Economic Groups</i>
Elderly Citizens “ Old aged and Pensioners / Retired	No Home Care Services, Lack of Public Transport Services and Lack of Affordable housing schemes. High crime rate
Mixed Youth (People aged 17 -35)	Limited Job opportunities Medium to high school drop rates Poor Career guidance Poor access to internet
Students	Poor career guidance Lack of Learning resources Unreliable scholar transport
Unemployment Unemployed People	Limited Job opportunities Lack of Skills Lower education levels Poor/No access to internet
Disabled	Accessibility to Municipal and Private Buildings Beaches and amenities. Lack of business support targeting PWDs Access to transport
Homeless	
Self employed	Limited Business opportunities Lack of Business Support Poor business infrastructure
Children & youth under 17	Lack of recreational facilities Poverty and malnutrition Lack of childhood development centres

Strengths, Weaknesses, opportunities, and threats per Socio-Economic Group

Socio-Economic group	Strengths	Weaknesses	Opportunities	Threats
Elderly Citizens “ Old aged and Pensioners / Retired	Experience Generally strong work ethic	Physical weakness Slow Poor Health	Knowledge and experience	Health Crime
Mixed Youth (People aged 17 -35)	Energy Entrepreneurship Enthusiasm Education Health	Lack of entrepreneurial drive Dependency on parents and state Alchol and Drug Addiction	Formal , informal and informal education entrepreneurship	Alcohol & drugs Crime and violence HIV & AIDS Outflow into urban areas
Students	Energy Entrepreneurship Enthusiasm Education Health	Lack of entrepreneurial drive Dependency on parents and sate Alchol and Drug Addiction	Formal , informal and informal education entrepreneurship	Alcohol & drugs Crime and violence HIV & AIDS
Unemployment Under employed People	Health Energy Knowledge & Skills	Poor motivation Financial difficulties	Entrepreneurship Further education and skilling	Alcohol & drugs Crime and violence HIV & AIDS
Disabled	Health Energy	Societal rejection and Stigna Lack of disability friendly infrastructure & resources	Formal , informal and informal education Entrepreneueship	Alcohol & drugs Crime and violence HIV & AIDS

Activities, Assets, and Services available to the Community

Physical Assets - Government Departments / Government Entities / Services

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Clinic & Hospital	2	4	2	
Police Station	1	3	2	
Municipal offices	1	4	2	
Primary schools	10	5	2	
Secondary schools	4	5	5	
Tertiary institution	1	3	5	
Community hall	2	5	4	
Dipping tank	1	2	3	
Shearing Shed	0	5	3	
Libraries	1	2	1	
Sports facilities	0	3	2	

Community based organization

NAME OF ORGANISATION	DEVELOPMENT AREA	FUNCTIONAL/NOT FUNCTIONAL
COMMUNITY POLICING FORUM	Community safety and Security	Functional
HIV/AIDS COUNCIL	Health	Functional
YOUTH FORUM	Locale Economic Development	Functional

Environmental Assets

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Dam	1	4	2	
Arable land	1	3	2	
Rivers	1	4	2	
	10	5	2	

Strategic Interventions Required

Out of 6 disaster stricken homes only one received help, Rate payers paid for boxes but still have not received them,

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Drug, Alcohol and Substance Abuse	Visible Policing and uprooting of drug dealers Raise awareness around substance abuse among youth development programmes and activities	Identify drug dealers and premises where drugs are sold	Mobilise youth and community to participate in awareness campaigns Youth Coordinator and CDW's to coordinate awareness campaigns.	Police support needed
Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Unemployment and poverty	Job Creation projects needed that are labour intensive. Training and skills development opportunities needed to empower youth to acquire skills to seek permanent employment. Rollout more Soup Kitchens and Community Food Gardens as relieve for poverty stricken families Promote and Support SMME Development / Upcoming business entrepreneurs.	Mobilise youth and community to participate in available programmes	Business support centre Funding co-ordination	Provincial government Private sector
Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development

Current Capital Projects

PROJECT	AMOUNT	DETAILS	IDP REFERENCE
Road Maintance		15 kms in ward 5,6,7,8,9	
electrification	R 1 800 000	250 homes in ward 7	
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feedlot	R 800 000	Ward 16	
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Vehicle testing station	R 7500 000	Ward 4	
Indwe sports field	R13500000		
Staff offices	R 40 00 000	Ward 4	
Free basic electricity	R 1 800 000	All wards	
Business support services	R 150 000	All wards	
12 Nguni Bulls distributed		Wards 1 3 5 6 12 15	
Tourism road shows	R 150 000	All wards	
Mining administrative support	R 75 000	All wards	
cwp		All wards	
epwp	220 jobs created	All wards	
Ward committee training	R 600 000	All wards	

Proposed New Projects /New Community needs

NEED	NARRATIVE
1.Water and Sanitation	
2.Acess roads and maintenance	CWP Gravel
3.Eridication Alien Plants	
4.Storm water	All villages
5.Sports grounds	All villages
6.Mobile clinics	Noluthando,Cumakala,Mzi,Dopu
7.Pre-School	Cumakala,Mzi,Topu,Mission,Makai snak,Mtsheko
8.RDP houses	Per Household
9.Fencing	Cumakala,Mzi,Makaisnak,Mission
10.Shearing sheds	Mzi,Noluthando,Khavala,Zingxondo
11.Farmer Support	Tractors,Mzi,Cumakala,Makaisnak

WARD 17

Ward Profile

WARD VISION, MISSION AND OBJECTIVES

Vision

“Unity in development, transparency, participation of the community”

Mission

“Work together as a community to grow and solve all our challenges”

Objectives

- Promote peace
- Participate in ward development
- Support our elected officials
- Take initiatives and interest in our lives

NAME OF SETTLEMENTS IN THE WARD

1. LOWER MAQASHU	2. BAKUBA
3. ZINGQOLWENI	4. NGCUKA
5. NGQOKO	

WARD COUNCILLOR

NAME AND SURNAME	CONTACT NUMBER
CECIL BOBOTYANA	082 563 3594

WARD COMMITTEE MEMBERS

Name and Surname	Portfolio/Sector	Contact Number
1. Nobayeke Sulo		073 653 9458
2. Zolisani tshona		082 861 7576
3. Maqhuma Ntamnani		083 742 3756
4. Nokwanda Menziwa		083 639 2860
5. Mandithini Mhlambiso		063 831 9226
6. Nokuzola Litye		
7. Khangelwa Mtonono		078 778 5438
8. Nokhwezi Galatya		073 155 0164
9. nosandile Hemene		064 070 1852
10. Patrick maliwa		073 065 3591

Traditional leadership in Ward

Name and Surname	Position	Contact number
Thandisizwe Mhlontlo	Chief	073 587 6389
Nqwenani	headman	083 673 9425

Socio-Economic Profile

<i>Socio-Economic Group</i>	<i>Challenges Faced By Socio Economic Groups</i>
Elderly Citizens “ Old aged and Pensioners / Retired	No Home Care Services, Lack of Public Transport Services and Lack of Affordable housing schemes. High crime rate
Mixed Youth (People aged 17 -35)	Limited Job opportunities Medium to high school drop rates Poor Career guidance Poor access to internet
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Homeless	
Self employed	Limited Business opportunities Lack of Business Support Poor business infrastructure
Children & youth under 17	Lack of recreational facilities Poverty and malnutrition Lack of childhood development centres

Strengths, Weaknesses, opportunities, and threats per Socio-Economic Group

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Activities, Assets, and Services available to the Community

Physical Assets - Government Departments / Government Entities / Services

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Clinic & Hospital	1	4	2	
Police Station	0	3	2	
Municipal offices	0	4	2	
Primary schools	6	5	2	
Secondary schools	2	5	5	
Tertiary institution	1	3	5	
Community hall	1	5	4	
Dipping tank	1	2	3	
Shearing Shed	0	5	3	
Libraries	0	2	1	
Sports facilities	0	3	2	

Community based organisation

NAME OF ORGANISATION	DEVELOPMENT AREA	FUNCTIONAL/NOT FUNCTIONAL
COMMUNITY POLICING FORUM	Community safety and Security	Functional
HIV/AIDS COUNCIL	Health	Functional
YOUTH FORUM	Locale Economic Development	Functional

Environmental Assets

Physical Asset	Total Number	Importance Rate (1-5)	Accessibility (1-5)	comments
Dam	1	4	2	
Arable land	1	3	2	
Rivers	1	4	2	
	10	5	2	

Strategic Interventions Required

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
Drug, Alcohol and Substance Abuse	Visible Policing and uprooting of drug dealers Raise awareness around substance abuse among youth Youth development programmes and activities	Identify drug dealers and premises where drugs are sold	Mobilise youth and community to participate in awareness campaigns Youth Coordinator and CDW's to coordinate awareness campaigns.	Police support needed
Teenage Pregnancies	Professional Counselling and Awareness campaigns	Support Youth. Distribute Information pamphlet and brochures. Volunteer to assist in the rollout of programmes- Logistic and counselling support.	Avail venues, e.g community facilities to rollout campaigns in all wards.	Department of health and Department of social development

Social issue/Challenge	Required Intervention	Community initiative	Support needed from the Municipality	Support needed from others
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Current Capital Projects

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Mining administrative support	R 75 000	All wards	
cwp		All wards	
epwp	220 jobs created	All wards	
Ward committee training	R 600 000	All wards	

Proposed New Projects /New Community needs

Need	Narrative
Roads	R 396 Lady Frere
Water	Indwe Town
Electricity	Extensions
Sanitation	Indwe Town
Health Services	Chibini,Mgwalana,Nkenkulu
Ulwakhiwo	Indwe Town
Education	Abraham Vanqa and Guba Hoek
Safety	Satelite,Police Station
Agriculture	All villages
Poverty	Access Roads

6.5 Reviewed Development needs and priorities 2019-2020

Ward	Name	Party	Ward Development Priorities
1 Nqiningana, Rodana, Mpothulo Tsolokazi, Tshatshu, Rwantsana, Qithi, Vezambiza And Nkolonga, Sikwankqeni, Ngxabane	Cllr Thozama Mrwebi Cell: 078 2847 897	ANC	<ol style="list-style-type: none"> 1. Access and Main Roads- Fezekile JSS, Tsolokazi, Hlathikhulu, Nkolonga, Rodana, Rwantsana and Emakhumen. 2. Community Hall / Pay Points - kuTshathshu 3. Fencing of Farming land - all villages 4. Water 5. Shearing Shed- Tshatshu, Qithi, Tsolokazi, Hlathikhulu, Nqiningana, 6. Storm Water 7. Dipping Tank- All villages 8. Building of Pre- schools- All villages 9. Pay Points 10. Toilets - Tshatshu, Rwantsana 11. Network Pole – Hlathikhulu1 12. Bridge- Mpothulo, Hlathikhulu, Xonxa next to Nqiningana 13. Old Age Centre - All Villages 14. Sports Fields- All Villages 15. Irrigation Scheme - Tshatshu, Qithi 16. RDP Houses 17. Mobile Police 18. Library- Tsolokazi 19. Tractors 20. Clinic 21. Fantesi 22. Eradication of Lapesi - Tshatshu, Rwantsana, Rodana 23. Desilting of Dams 24. Infills 25. Street Lights 26. Securities at Schools 27. Day Hospital at – Rwantsana
2 Roma, Quthubeni, Thafeni, Lanti, Ligwa, Njombela, Luthuthu, Luqolo, Esiqithini, Hlathikhulu, Bengu	Cllr Nolisten Kama Cell: 083 6731 690	ANC	<ol style="list-style-type: none"> 1. Water- ligwa, maqhashu, lthuthu, laneti, Njombela & Sanitation- ligwa, zothe, masakhane, lanti, eshlabeni, quthubeni, njombela, luqolo, 2. Electricity- zothe, masakhane, luthuthu, lanti, Mthonjeni, luqolo field. Extensions and infills. 3. Bengu and Lanti Scheme. 4. Dam Desilting 5. Fencing – farming land, agricultural land and grave yards. 6. Mobile Police Station

Ward	Name	Party	Ward Development Priorities
Mthonjeni, Maqhashu (Epalini)			7. Renovation Preschool- Nolvuyo and Quthubeni 8. Preschool- lanti, mthonjeni, quthubeni' 9. Playgrounds- all villages 10. Dipping tank 11. Community hall toilets, 12. Storm Water- all villages 13. Boarding school- Bengu Agricultural school 14. Scholar transport- agricultural school 15. Job creation for youth 16. Library books 17. Computer school 18. Textbooks for SPS 19. Old age home- all villages 20. Renovation of Bengu shearing shed 21. Access road- all villages 22. Bridge- maqhashu, quthubeni 23. Shearing Shed- Bengu, maqhashu, quthubeni, Lanti 24. Water at schools 25. RDP houses 26. Support for farmers (feed, tractors, livestock improvement, Quthubeni and Bengu Coops) 27. Laboratory equipment 28. Travelling allowing for SGB 29. Development support – community projects 30. Clinics- , Masakhane , Njombela, 31. Abbarto- Masakhane 32. Library and library books- Masakhane, Lanti 33. Multipurpose for the youth (skills, job creation) 34. Maternity room at Lanti Clinic 35. Mobile clinic- Lanti, luqolo, Luthuli, 36. Eradication of Allien Plants- lanti, mthonjeni, lthulu 37. Windmill – Eshlabeni 38. House numbers – Eshlabeni, 39. Shearing shed tools – Elthuthu 40. Forestation at Quthubeni 41. Computers at Quthubeni Agricultural School 42. 24 hr. service at Bengu clinic 43. Tourism Centre

Ward	Name	Party	Ward Development Priorities
			44. Building of Math's School at Zothe, Mthonjeni 45. Building of Community Hall at Mthonjeni 46. Network pole – Njombela 47. Access Road and foot bridge to Njombela Graves 48. Network Pole 49. Renovation - Kwamhlontlo tribal 50. Bridge - Maqhashu Clinic, Mthonjeni, Kwazothe –Lubisi. 51. Water, sports ground, gardening tools, sports equipment at St. Peters JS School in Lanti
3 Lamoen, Maqhubela, Greyspan, Hala No.1, Hala No.2, Trust, Percy Ntlalontle And Qaqeni	Cllr Xolela Njadu Cell: 078 3338 703	ANC	1. Electricity 2. Water and Sanitation 3. Storm Water 4. Access Roads- all villages and Madwaleni SSS, Greyspan Deeping Tank 5. Dam Desilting 6. Grave yards - all villages 7. Shearing Shed- Hala 2, Hala 1, Ntlaolontle, Trust 8. RDP Houses 9. Windmill – Greyspan and Hala 10. Deeping Tanks – Hala 2, Trust and Ntlalontle 11. Fixing of Water Infrastructure- Maqhubela, Ntlalontle 12. Nguni Bulls 13. Motor Gate 14. Mobile Clinic- Greyspan 15. Pre-School 16. Youth Development Programs- Drug abuse/ Job Creation 17. Electricity 18. Water and Sanitation 19. Storm Water 20. Access Roads- all villages and Madwaleni SSS, Greyspan Deeping Tank 21. Dam Desilting 22. Grave yards - all villages 23. Shearing Shed- Hala 2, Hala 1, Ntlaolontle, Trust 24. RDP Houses 25. Windmill – Greyspan and Hala

Ward	Name	Party	Ward Development Priorities
			26. Deeping Tanks – Hala 2, Trust and Ntlalontle 27. Fixing of Water Infrastructure- Maqhubela, Ntlalontle 28. Nguni Bulls 29. Motor Gate 30. Mobile Clinic- Greyspan 31. Pre-School 32. Youth Development Programs- Drug abuse/ Job Creation
4 Cacadu, Cacadu Ext, Bongolwethu, Cacadu Town And Location, Phumlamqeshi KwaZakhele	Cllr Nomzi Tyhulu Cell: 073 4972 418	ANC	1. Roads (Cacadu & location) 2. Water (household taps) 3. Hall / Pay Point 4. Bridge (foot bridge @ location, Revamp Old Bridge, Bongolwethu small river fenced 5. Street Lights (light globes at Lady Frere CBD, Street lights –Darala Street) 6. Paving (location, Cacadu Extension) 7. Early Childhood Development Centers 8. Public Toilets - middle class sites 9. RDP Houses Deeping Tanks (renewal of Cacadu Ext. Deeping tank) 10. Fencing Grave Yard (kwaZakhele) 11. Access to Cacadu Ext. Grave Yard 12. Storm Water 13. Shearing Shed 14. High School/ Lady Frere- Lady Frere JSS to have full service and resources 15. Rates- Clearing of Old municipal accounts 16. Information Session on Building Plans 17. Completion of the Old Age House 18. Enforcement of By-Laws 19. Shopping Mall 20. Bank 21. Post Office 22. Sand Mining 23. Church sites 24. Play ground 25. Storm Water 26. Farming Camp

Ward	Name	Party	Ward Development Priorities
5 Cumakala, Topu, Mtsheko, Kavala, De-Oop, Noluthando, Gcina, Zingxondo, And Mackaysnek, Free Mantle	Cllr Siyabulela Bongo Cell: 073 4972 418	ANC	<ol style="list-style-type: none"> 1. Water & Sanitation 2. Access Roads and Maintenance (CWP Gravel) 3. Sanitation 4. Eradication Alien Plants 5. Storm Water- all villages 6. Sports Grounds- All villages 7. Mobile Clinics- Noluthando, Cumakala, Mzi, Dopu, Mission 8. Pre-School- Cumakala, Mzi, Topu, Mission, Makai Snak, Mtsheko, Mxi 9. RDP Houses (per household) 10. Fencing- Cumakala, Mzi, Makaisnak, Mission, 11. Shearing Sheds- Mzi, Noluthando, Khavala, Zingxondo, 12. Colbert's- Makaisnak, Mzi, Cavala, 13. Farmer Support- Tractors- Mzi, Cumakala, Makaisnak 14. Renovation of Dipping Tanks- Mzi, Noluthando and Zingxondo 15. Construction of Dams for livestock- All villages 16. Tourism Centre- Mzi & 17. Fremantle Boys High School- Access Road from Indwe Road, Temporary Classrooms Grade 8, 18. Deeping Tanks 19. Support on Orphans and Vulnerable Children 20. Bridge- Cumakala
6 Small Farm, Matyantya, Vulindlela Gqebenya, Sokolani, Dlamini, Holani, Mxhiki, Kundulu, Gando, And Xonxa, Roma	Cllr. N. James Cel. 083 953 6623	ANC	<ol style="list-style-type: none"> 1. Water and Sanitation– Xonxa, Gqebenya, Dlamini, Sokolani, Matyhantya. 2. Access Roads – Maqolombeni Road, Noshumi, Sokolani, Emazimeni Road to School and Clinic, Road to Ikhala FET College. 3. Fencing -Fields, Grazing camps in all villages including Xonxa Dam. 4. Construction of Multi-Purpose Sport Centre at Gqebenya and maintenance of Sports Fields. 5. Shearing Shed and dipping tanks – Vulindlela, Emazimeni, Sokolani. 6. Construction of Livestock Dams – all villages 7. Early Childhood Development Centre

Ward	Name	Party	Ward Development Priorities
			8. Old Age Centre – Xonxa and Gando 9. Land Care 10. Nonesi Cultural Village 11. Annual Festive Tournament 12. Electricity 13. Khundulu Shearing Shed 14. Farmer Support- Cooperatives for Women, Gran Miller 15. Tools of Trade for War Rooms 16. Water at Masikhule and Mtirara Schools 17. Mobile Clinic 18. RDP Houses 19. Library at Ikhala 20. water and sanitation at schools 21. Bridges and Colbert 22. Ambulance 23. Motor gate, 24. Temporal Classes at Mtirara 25. Tiger Brand Project 26. Speed Signs 27. Mix breed on sheep 28. Mining 29. Matriculates support at Mtirara 30. Xonxa Aqua Cultural and Tourism Centre 31. Xonxa Rural Nodes 32. Eradication of Alien Plants 33. Xonxa Irrigation Scheme. 34. Nonesi Cultural Festival
7 Maqwathin, Xusha, Eluxeni, Mayalulweni, Bowden, Lalini, Manelspoort, Mazongozini, Nzolo, Mangweni, Sigangeni, Dubeni, Bozwana, Blangwe, Fani, Mahlathini, Qoqodala	Cllr Sipho Zama Cell: 078 4903 342	ANC	1. Water and Sanitation 2. Access Roads and Causeways- all villages and Tambekeni 3. Electricity Extensions and Infills 4. Qoqodala Shearing Shed 5. Annual Tournament 6. Pay Points 7. Fencing along tar Road 8. Mobile Clinic- Dubeni 9. Dam Desilting 10. Bridge- Noluphondwana, Bozwana, 11. Eradication of Alien Plants 12. Support of Co Ops 13. SDF App 14. Revival of Forums 15. Nzimankulu SSS- Computer 16. Lab, Hall, Cleaning, Fencing, Awareness Campaign on Drug use, Photocopiers, Additional Classrooms

Ward	Name	Party	Ward Development Priorities
			17. Gardening at Dubeni School,
8 Qhugqwarhu, Mgqukhwebe, Boqo, Jojweni, Ngonyama, Ejekeni, Upper Ngonyama, Vaalbank, Xusha, Kubhadi, Agness Rest	Cllr Nosibulelo Ngono Cell:060 4130 297	ANC	1. Water and Sanitation - Deep Level, JOJO, Vaal Bank 2. Electricity extensions 3. Access Roads- District Roads 4. Shearing Shed 5. Youth Empowerment Projects 6. Fencing of grazing Land 7. RDP Houses 8. Libraries 9. Police Station 10. Construction and renovation of Bridges 11. Sport Fields 12. Renovation and Construction of Bridges- Boqo, Qhing? connect to Jojweni, Deep level 13. Annual Festive Tournament 14. Bus Shelter 15. Community Hall 16. Dipping Tanks 17. Connection of Water- Diesel engines 18. Network Poles 19. Clinics / Mobile Clinics 20. Pay Points 21. Construction of Dams for Livestock 22. Scholar Transport 23. Shopping Mall 24. Wi-Fi 25. Bus to Lady Frere- Qhuqwarhu,Boqo, Marhwaybeni, 26. Eradication of Alien plants 27. Additional Classrooms, Toilets, Library and Sport fields at Ntsonkotha. 28. Reopening of Vaalbank Clinic 29. Sport fields – Boqo 30. Youth Development Strategy
9 Zwaartwater, Mdeni, Dum-Dum, Gova, Qumbu, Tabasa, Sdwadweni Vaalbank, Ezingcaceni, Baptise,	Cllr Linda Fatyela Cell:073 0829 618	ANC	1. Access Roads (all villages)and causeways 2. Water and Sanitation- Zwelitsha as well as Backup Borehole 3. Youth Skills Programs 4. Upgrade of Bridges – Gantsho and Bridge to Sizamile School Shearing Shed. Thozamisa, Qimbu, Dumdum

Ward	Name	Party	Ward Development Priorities
Dukathole, Mayeye, Ezidengeni, Nyashe, Magemfaneni And Pitoli			5. Dam Construction, Dam Desilting and Irrigation Schemes 6. Support of All Projects 7. Network Tower- Vodacom 8. Mobile Police Station 9. Additional Classrooms, Teachers, Scholar Transport, Caretaker and Security, Gardeners? 10. Support to Brick Makers and farmers (fencing) 11. Phase 2 RDP Houses
10 Bankies, Ndimangeni, Ngcalasoyi, Buffelosdorings, Gxobho- Tsawulayo And Tsembeyi	Cllr Zoyisile Moshani Cell: 073 2835 321	ANC	1. Bridge – Fini, Mcwangele, Ngcalasini, Mission 2. Access Roads, Mayirheni Road, Upper Bhakisi, Raqu 3. Toilets 4. Electricity Extensions 5. Fencing for Agricultural Land 6. Five Tractors 7. Stock Dam 8. Closing of Gabions' 9. RDP Houses 10. Sport Field 11. Fencing of R.12 12. Bush Clearing 13. Mining 14. Network Tower 15. Service Centers 16. Crèches 17. Themba –Zumana Annual Tournament and Amavarara Support
11 Munikville, Harry Gwala, Ext.1, Gwala Ext. 2, Maramastad, Zwelethemba, Robinville, Upper Tembisa	Cllr Thembi Mondile Cell:072 1564 389	ANC	1. Sanitation and Extension of Kloof Dam 2. Street lights for Harry Gwala / Zwelethemba 3. Greening of sport fields 4. Rebuilding of Hlaluphilile clinic 5. Rectification of Maramastad 6. Recycling project 7. Zwelethemba 289 project 8. Cheese factory 9. Art center 10. Plantation 11. Maintenance of tarred road 12. Paving 13. Farmer Support (feedlot, animal handling facility with deep)

Ward	Name	Party	Ward Development Priorities
			14. Garage 15. Feed Lot 16. Middle income houses 17. Shopping Centre 18. Tears of Joy Arts and Culture Group (support)
12 Mount Arthur, Mount Hill, Roneni, Gomoro, Ngqanda, Hala, Bakaneni, Mqithi, Goli, Ngxingweni, Nzolo, Gxubana, Sdakeni, Clinic, Mdantsane, Qwempe, New Brighton, Gugulethu, Emjikelweni, Luxeni, Mtunzini, Paradesi, Ncalukeni, Bomeni, Mkhaphusi	Cllr Thandiwe Ndlela Cell: 071 7455 305	ANC	1. Water and Sanitation - Mt Arthur school, All villages and other schools 2. Access Roads 3. Bridges - all villages' 4. Shearing Sheds 5. RDP Houses 6. Electricity - Extensions& Upgrade - Mt Arthur and All Villages 7. Sport Fields-All Villages and Mt Arthur 8. Mt Arthur- Renovation, Security, Fencing, Trees, Additional Classrooms, Septic Tank 9. Day Care Centers 10. Nguni Bulls 11. Job Creation for Youth 12. Storm Water 13. Cleaners at Clinic 14. Forestation at Mkhaphusi 15. Law enforcement on selling of drugs and imfuyo eyabulayo 16. Mobile Clinic Ngqanda 17. Appointment of male candidates for cooking at schools 18. Sorghum Production/ Buyambo Cooperative Support
13 Platkop, Gadlume, Qoboshane, Tshamazimba, Gxojeni, Kuhelushe, Boomplaas, Kwastocks Xhumabhokhwe, Mbolompeni, Dyobudaka, Taleni, Trust, Machubeni	Cllr Nowandisile Kraqa Cell:083 5224 246	ANC	1. Access and Main Roads – all villages 2. Bridges and causeway – all villages 3. Water and Sanitation – Taleni, Gadlume, Helushe, Tshamazimba, Luxeni, Platkop, Mkhaphusi, Gxojeni. 4. Sports Ground (central in the ward) 5. Machubeni Dam desilting and fencing 6. RDP Houses – All villages 7. Community Library 8. Pay Point equipment 9. Multi- Purpose Centre (central in the Ward) 10. Slab Bus Shelters 11. Catchment Dams 12. Soyisele Women’s Garden (Gxojeni)

Ward	Name	Party	Ward Development Priorities
			13. Construction of Mud made schools – Nobandla, Vuasani & St Cyprians 14. Fencing Ma-Awu Farm 15. Electricity Extensions 16. Police Station 17. Taxi Rank – Nkangala 18. Alien Plant Eradication 19. Fencing of Agricultural Land
14 Mhlanga, Chibini, Blaauwkrantz Location, Emthini Mrosho, Ntlanjeni, Mangweni, Nkalweni, Chibini, Boniswa, Kalfontein, Qaqeni, Bankini, Zwelitsha, Lapesini, Tafile, Uitkyk, Chancele, Dordrecht Town Zola, Bongweni, Nxomfu, Tembisa And Villages	Cllr Mcedisi Qomoyi Cell: 073 3593 079	ANC	1. Hall / Pay Point - Umhlanga Location 2. Access Roads- Mangweni to Nkalweni, Zwelitsha, Sosebenza, Mgqobozi, Nqonti to Tafeni, Nxomfu to Zola, crossway tafini to Sosebenza 3. Electricity Extensions and Infills 4. Preschool- Mrhosheni and preschools in the rest of the ward 5. Kalkfontein Clinic 6. Storm Water 7. IT Centre 8. Annual Easter Tournament 9. Boniswa Shearing Shed 10. Dordrecht Art Centre 11. Sports Ground- Chankcele, Kalkfontein 12. Spring Stopping 13. Grass Cutting Along Rail Line 14. Eradication of Lapesi 15. Fencing of Farming Lands- Emaqwatini, Chankcele, Tafile, Qaqeni, Kalfontein, cemeteries 16. Water Extensions
15 Mayuya, Mzamohle, Ida, Cold Stream Tugela, Manyano Lupapasi, Cegciyana, Guba Farms	Cllr Lizo Paul	ANC	1. Water and Sanitation 2. Storm Water and channels 3. Access Roads- all villages 4. Shearing Shed – Luphaphasi 5. Sport Field- New community Hall 6. Pay Point- Maqathini, Luphaphasi 7. Mobile Clinic- Ida, Guba Farms, Thembelihle and Cegciyana 8. Clinic- Ntsinga 9. Fencing- Grazing land- all villages 10. Nguni Bulls – Lupapasi 11. Network Pole- Mzamo, Ntsinga, Maqwatini and Ida 12. Extension and fencing of grave yard 13. Tar Road Indwe to Lady Frere, Ida School to Barckly East

Ward	Name	Party	Ward Development Priorities
			14. Electricity Ext-all villages 15. RDP Houses 16. Pre-school- Mzamomhle 17. SAPS Visibility 18. Tractors – Lupapasi 19. Bridges and Crossways 20. Service Points 21. Fencing of Bricks yard @Indwe, fencing of Ntsinga, Maqwati and Tembelihle 22. Ceiling of Indwe Hall 23. Multi-Purpose Centre 24. Grave Yard 25. Overhead Bridge 26. Manyano Water Upgrade 27. Maintenance of Streets 28. Water Channels away from grave yards 29. Feedlot 30. Upgrade of Tar road at Manyano 31. Title Deeds- all villages 32. Upgrade of Maqwathini and Thembelihle Road 33. Maintenance of Boreholes Cleaning of tanks 34. Indwe Annual Tournament 35. Idasa Farm Access Road
16 Pumlani, Indwe Town, Sonwabile, Upper and Lower Mgwalana Vukani Gubahoek, Nkenkulu	Cllr Makhosandile Makatesi Cell:084 6411 070	ANC	1. Water and Sanitation 2. Shearing Shed 3. Storm Water 4. Sport field 5. Access Roads- District Roads 6. RDP Houses (phase 2 development) 7. Electricity Extension 8. Pre-School 9. Playing Ground 10. Skills Centre 11. Brick Making support 12. Land Fencing 13. Dipping Tanks- Guba Mgwalana 14. Clinic – Chibini 15. Cooperative support 16. Street lights 17. Graveyard 18. Bank 19. Shopping Centre 20. Tar Road from Indwe to Lady Frere 21. Network Pole

Ward	Name	Party	Ward Development Priorities
			22. Community Pay Point 23. Indwe Auto-styling – Car wash Support 24. Indwe Annual Tournament
17 Maqhashu, Ntsinga, Ngcuka, Stoney Croft Bhakubha Zingqolweni And Ngqoko	Cllr Cecil Bobotyana Cell: 073 4469 591	ANC	1. Water and Sanitation- Lower Maqhashu, Bhakubha, Ngcuka, Ngqoko, Zingqubeni 2. Shearing Shed - Zingqolweni, Bhakubha, 3. Access Road- All villages (construction of Jinginja vs. storm water impact) 4. Storm Water- All villages'and grave yards 5. Community Hall – Ngcuka 6. RDP Houses - All villages 7. Pay Points- All villages 8. Deeping tanks- all viages 9. Development and Destilling of Dams 10. Eradication of Lapesi 11. Fencing of Agricultural Land - Ngcuka and Ngqoko, Sewerage Lower Bongolwethu 12. Youth Development Centre 13. Electricity infills and extensions - All villages 14. Mobile Police – Bhakubha 15. Play Ground- All villages 16. Preschool- ngqoko, ngcuka, bakubha, Lower Maqhashu 17. Bridges and cross ways- all villages 18. Renovation of Pre-Schools- Zingqolweni, Kulile 19. Job Opportunities for Youth 20. Gardening Projects 21. Painting of Schools 22. Eradication of Alien Plants

7. CHAPTER 7 – SPATIAL DEVELOPMENT FRAMEWORK 2018 REVIEW

Below is an executive summary of the Reviewed Spatial Development Framework that was approved by Council in 2018, the actual document is attached to this document as Annexure B

In terms of Section 26(e) of the Local Government: Municipal Systems Act, No. 32 of 2000 and the Spatial Planning and Land Use Management Act 16 of 2013, all municipalities are required to compile Spatial Development Frameworks (SDF) as a core component of Integrated Development Plans (IDP).

The Emalahleni Local Municipality reviewed its SDF in 2017 which was approved in 2012, incorporating the development priorities of 2017-2022 Emalahleni IDP. The following changes have been made to the 2012 -2017 Emalahleni SDF Review document.

- Changes required to reflect new development priorities, as determined in the revised Emalahleni LM Integrated Development Plan (2017-2022);
- Updating of plans to reflect the changes in ward boundaries, as promulgated in 2016 and includes updated data, where available.
- Incorporation of the Spatial Plans and Proposals prepared in the Xonxa and Vaalbank Areas

In accordance with the SDF planning process guidelines, the Emalahleni SDF document is intended to guide overall spatial distribution of current and future desirable development in order to give effect to the vision, goals and objectives of the Emalahleni IDP (2017 – 2022).

The SDF document includes:

- An interpretation in spatial terms of the key needs and responding programmes as set out in the IDP;
- Conclusions as to the main requirements of the SDF so as to ensure that it becomes a useful tool in assisting the Emalahleni Municipality and other role players in development facilitation to use the available assets and resources provided by the natural and built environments in Emalahleni wisely and sustainably to meet the development needs of the people who live in the area.
- An overview and an interpretation of relevant information on the spatial features and characteristics of the natural and built environments found in the Emalahleni Municipal area, including: -

- A consideration of the Emalahleni Municipal area's regional context;
- A discussion on the demographic and socio-economic characteristics of the Emalahleni community;
- An understanding of settlement in the study area (settlement pattern, patterns of land ownership and land use patterns) in urban and rural areas.
- Spatial information on the provision of roads and civil services infrastructure and the implications of this;
- A brief discussion of environmental features of the area and the considerations raised by these; and
- Analysis leading to the identification of Key Spatial Development Planning Informants: Challenges, opportunities and recommendations that will lead to strategic proposals to guide spatial planning and development in Emalahleni
- The desired spatial form proposed for the Emalahleni Municipality and, associated with this, Spatial Goals, Objectives & Strategies and any relevant Policies to be pursued in realising the future vision for spatial development in the area, made up of: -
 - A recap of the Key Spatial Development Issues identified in the Analysis phase;
 - The proposed Objectives, Strategies and Policies set in response to the identified Key Issues; and
 - The proposed Spatial Structuring Elements comprising the proposed Development Pattern and related Policies/preferred Spatial Development Outcomes.
 - Basic strategies to implement the proposals of the SDF as well as to outline any specific projects and/or programmes that are seen as important to advance spatial planning, land use management and land development processes in Emalahleni. This includes Land Use Management Guidelines that are intended to guide the activities of the Emalahleni Municipality in managing spatial development as well as relevant roles and responsibilities of the Municipality.

ENVIRONMENTAL INFORMANTS

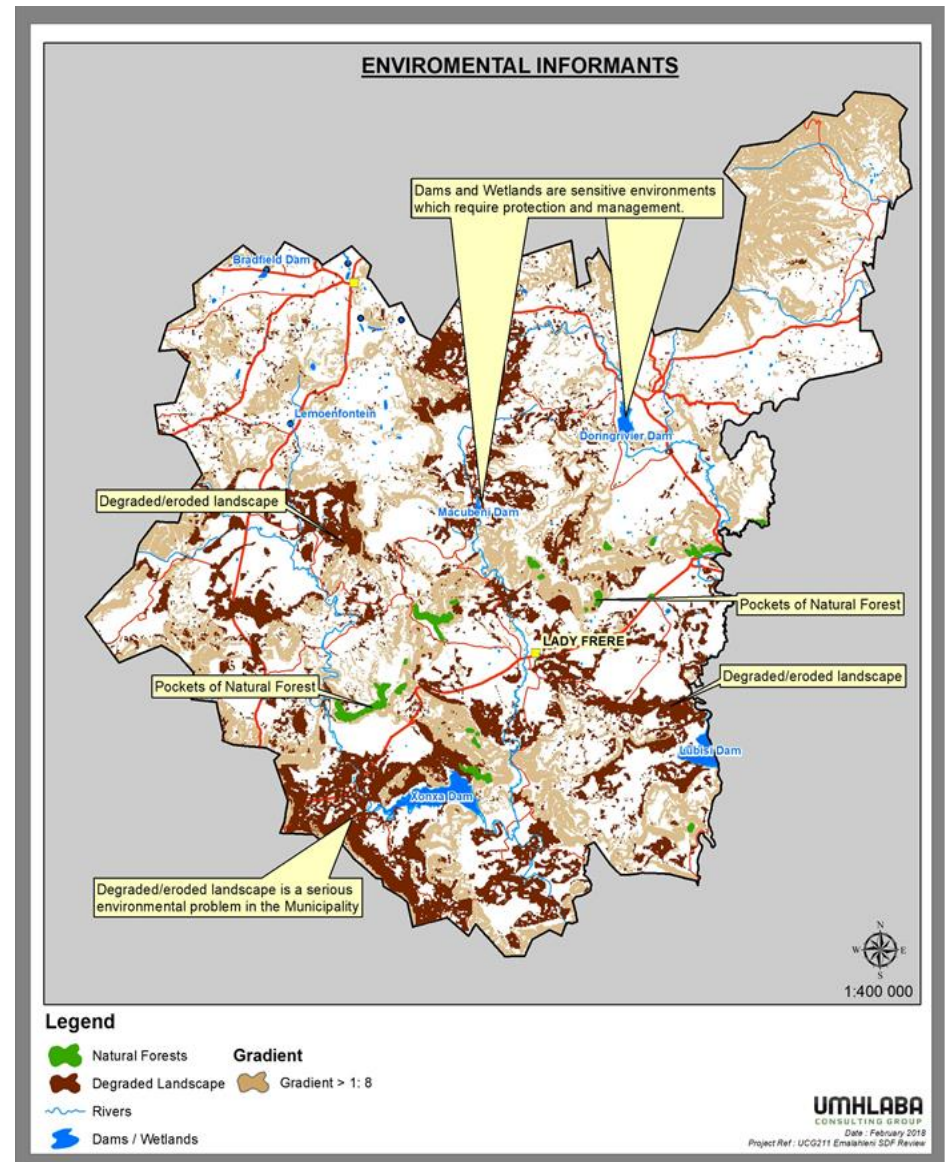
Environmental challenges

Sensitive areas such as dams and wetlands need protection and management

- Heritage sites require protection and management
- Land degradation and soil erosion – 19 % of the land in the study area.

Environmentally Sensitive Areas (Development is discouraged in the following areas):

- Topography where slopes are steeper than 1:5 – soil erosion & slope failure
- Rivers/water sources: Within 1:1– year flood line, Within 100m of high flood level, within 50 m of riverbank (100m preferred).
- Forest, grasslands and vegetation areas of conservation importance
- Wetland areas
- Heritage sites / rock art sites
- Habitats of endangered animals and birds
- Municipal Public Open Spaces

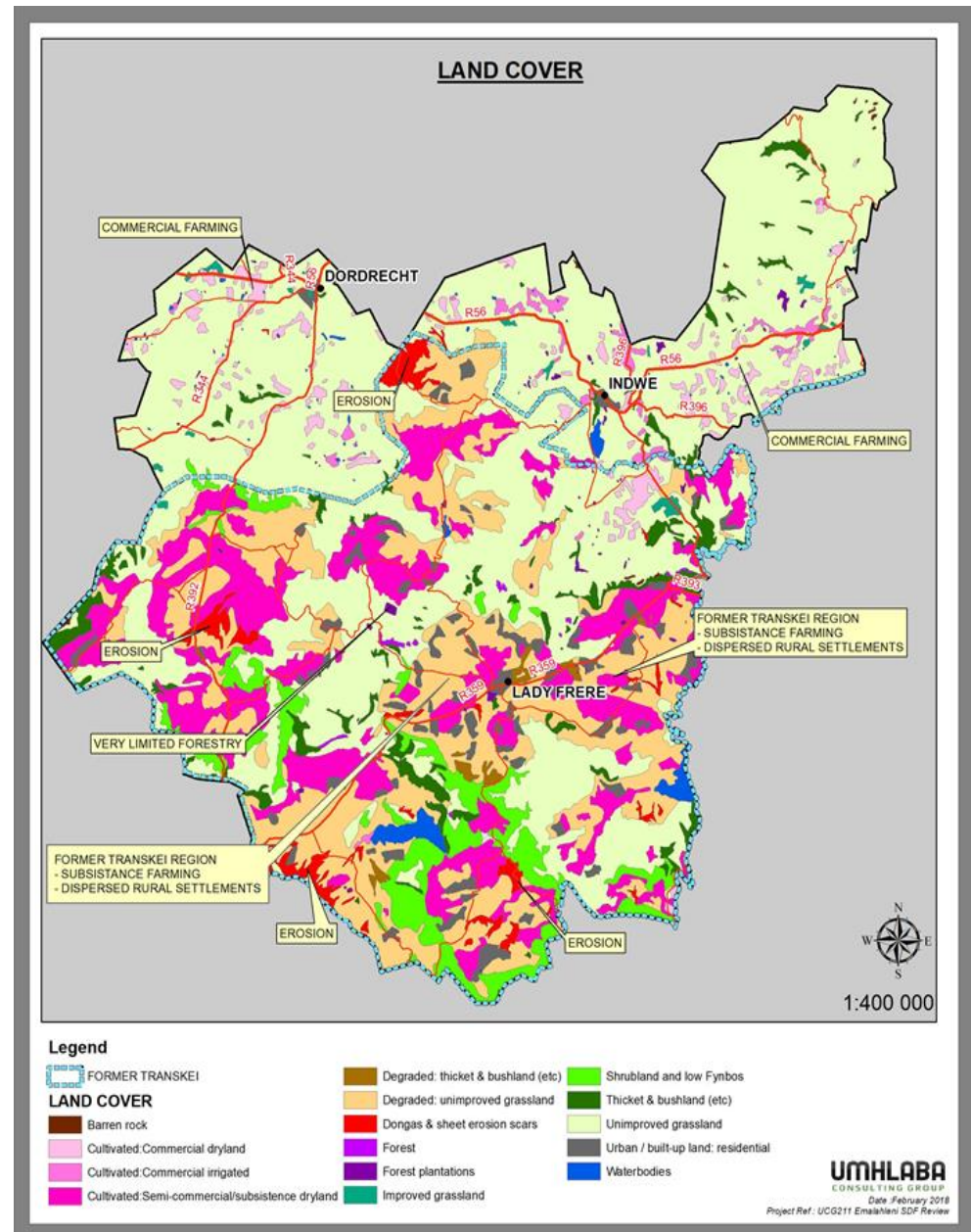


LAND COVER

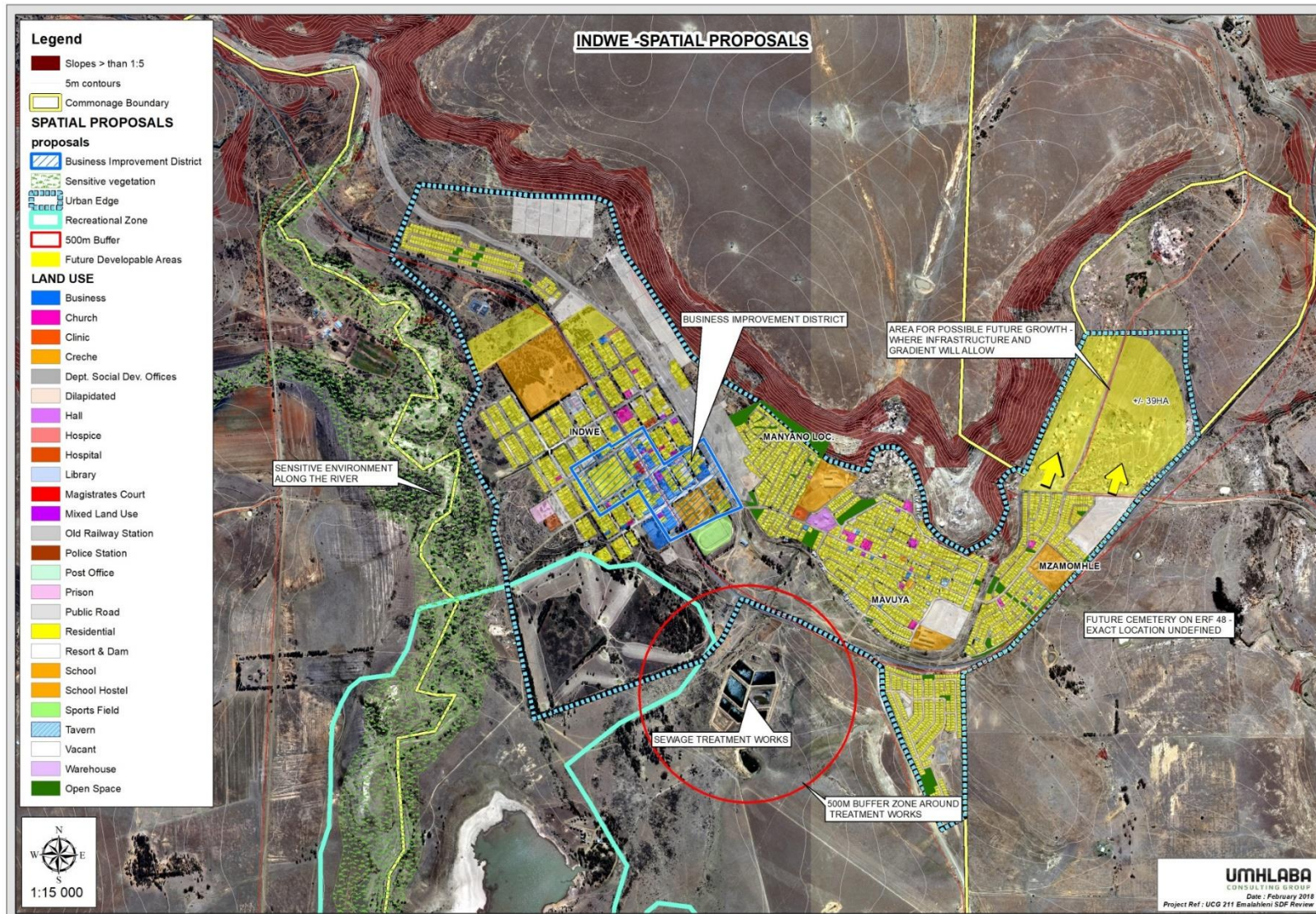
- 69 % is either: degraded (18 %) or unimproved grassland (51 %)
- 13 % is cultivated (semi-commercial/subsistence agric.)
- 3,4 % - Commercial Farmlands – Dordrecht / Indwe.
- 3 % - urban/built up area
- Xonxa, Lubisi, Machubeni and Doring River dams – irrigation potential

Implications

- Competition for resources in rural settlement areas: (residential, cultivation, free-range grazing)
- extent of unimproved grassland is good for potential livestock production (sheep and cattle)
- Degradation of land and loss of potentially arable land is of environmental and economic concern



SDF SPATIAL PROPOSALS



Legend

- Proposed Pedestrian Crossings
- Substation
- 66/132 kV line
- 5m contours
- Slopes > than 1:5

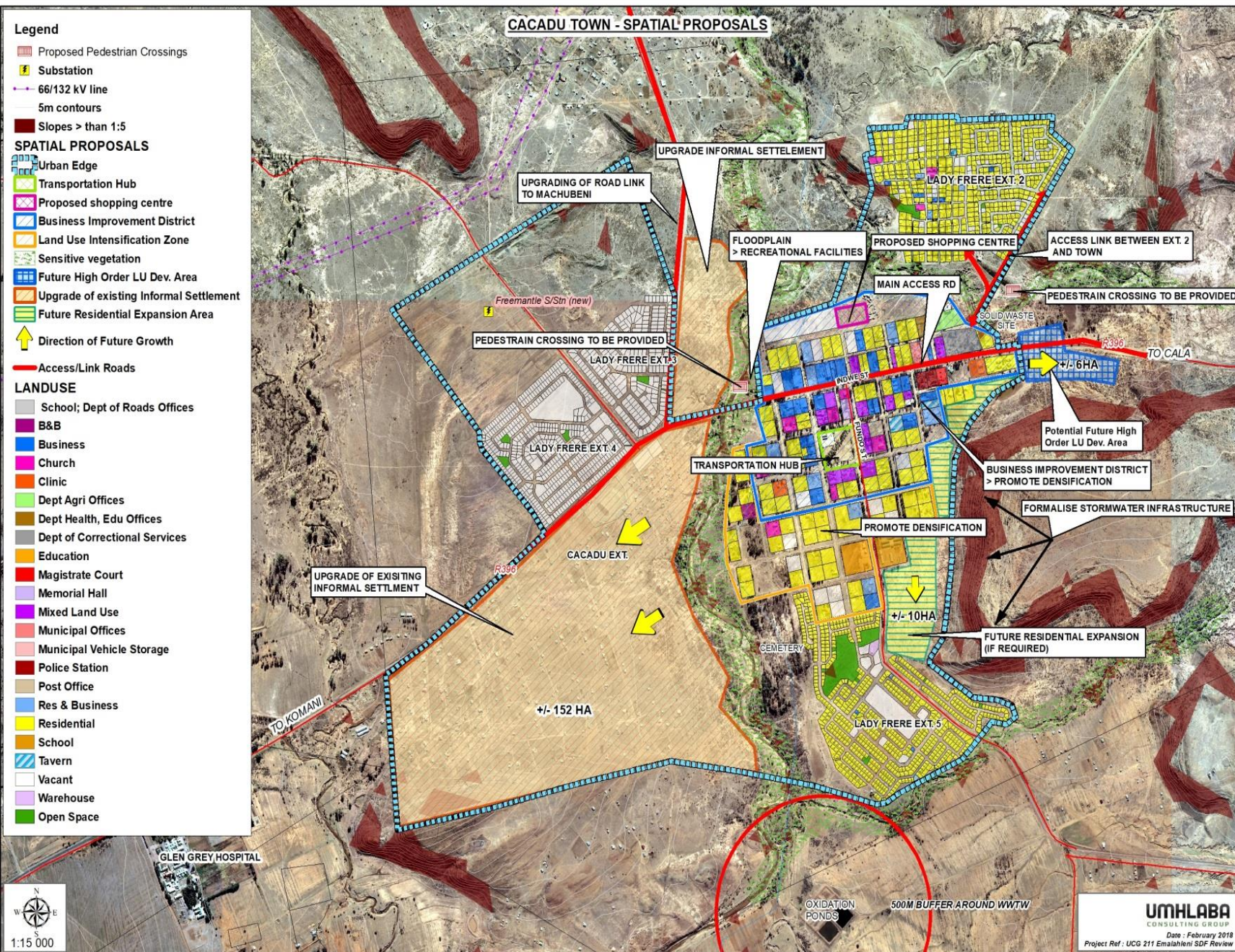
SPATIAL PROPOSALS

- Urban Edge
- Transportation Hub
- Proposed shopping centre
- Business Improvement District
- Land Use Intensification Zone
- Sensitive vegetation
- Future High Order LU Dev. Area
- Upgrade of existing Informal Settlement
- Future Residential Expansion Area
- Direction of Future Growth
- Access/Link Roads

LANDUSE

- School; Dept of Roads Offices
- B&B
- Business
- Church
- Clinic
- Dept Agri Offices
- Dept Health, Edu Offices
- Dept of Correctional Services
- Education
- Magistrate Court
- Memorial Hall
- Mixed Land Use
- Municipal Offices
- Municipal Vehicle Storage
- Police Station
- Post Office
- Res & Business
- Residential
- School
- Tavern
- Vacant
- Warehouse
- Open Space

CACADU TOWN - SPATIAL PROPOSALS



Legend

- Commonage
- Slopes > than 1:5
- 5m contours

SPATIAL PROPOSALS

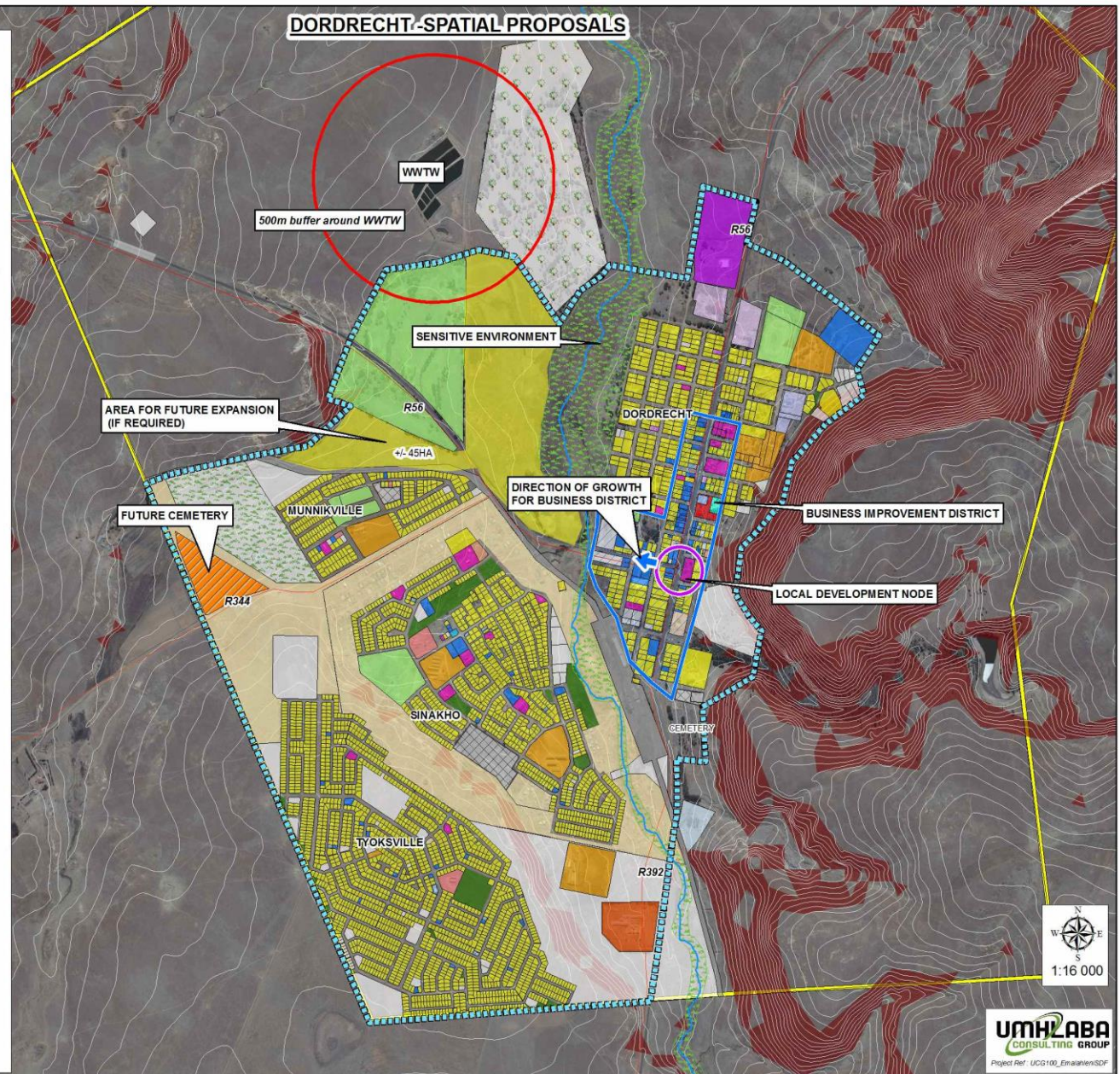
proposals

- Future Cemetery
- Business Improvement District
- Sensitive vegetation
- Urban Edge
- Future Developable Areas; Future Developable Areas (OLD)
- river

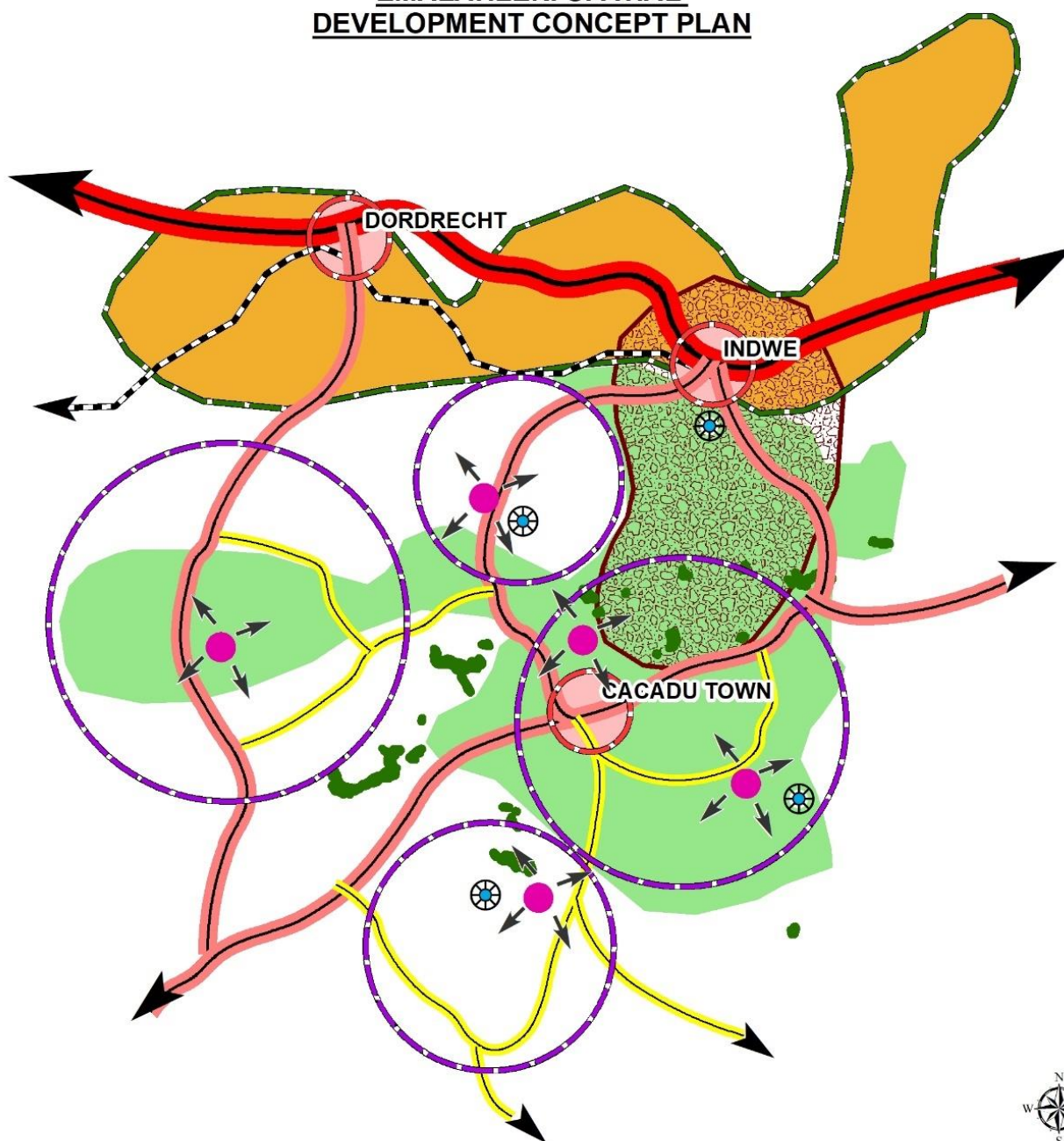
LAND USE

- Abattoir
- Bed & Breakfast
- Bus_Res
- Business
- Cemetery
- Church
- Clinic
- Dairybelle Farm (Dairy)
- Dept. Agriculture Offices
- Dilapidated Building
- Education
- Factory
- Golf Course
- Hall
- Hospital
- Hotel
- Informal Settlement
- Library
- Magistrates Office
- Museum
- Old Age Home
- Old Railway Station
- Plantation
- Police Station
- Post Office
- Prison
- Public Open Space
- Residential
- School
- Sports Field
- Streets
- Tavern
- Vacant
- Vehicle Storage
- Open Space

DORDRECHT-SPATIAL PROPOSALS



EMALAHLENI SPATIAL DEVELOPMENT CONCEPT PLAN



Legend

- | | | | |
|--|--|--------------------|---|
| Basic Infrastructure Needs | Arable Land - Conservation Area and Agricultural Support Zones | Conservation Areas | Mobility Routes
Major
Secondary
Minor
Railway Line |
| Urban Nodes - Intensification Settlement Areas | Commercial Farming Area and Agro-industrial Investment Potential | Natural Forests | |
| Rural Services Centres | Mining Potential | | |
| Irrigation Potential and Conservation Areas | | | |

UMHLABA
CONSULTING GROUP

Date : February 2018
Project Ref : UCG211 Emalahleni SDF Review

In conclusion, the principal function of the SDF in relation to the implementation of development programmes and projects in the Emalahleni Municipal area is:

- To “feed” into the IDP planning processes of the Municipality, so as to guide decision making regarding the location and nature of capital projects and the allocation of resources across the Municipal area as set out in the IDP and the Medium-Term Expenditure Framework.
- To highlight certain project actions that are deemed to be relevant and/or significant in the spatial planning and development sphere.
- Through the proposed objectives, strategies and policies, the SDF may be used to identify the need for further policies or by-laws required to facilitate the desired spatial development outcomes of the SDF.

In all the above levels, the central challenge remains the capacity (in terms of financial and institutional resources) of the Municipality to incorporate the Municipal Planning function and the monitoring and evaluation of implementation activities into the mainstream of its day-to-day activities.

8. CHAPTER 8 – LOCAL ECONOMIC DEVELOPMENT STRATEGY

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List of Abbreviations

ARC	Agricultural Research Council
ARDA	Agrarian Research and Development Agency
BBBEE	Broad Based Black Economic Empowerment Act
BEE	Black Economic Empowerment
CHDM	Chris Hani District Municipality
DEDEAT	Department of Economic Development, Environmental affairs and Tourism
DRDLR	Department of Rural Development and Land Reform
DRDAR	Department of Rural Development and Agrarian Reform
ECDC	Eastern Cape Development Corporation
ECRDA	Eastern Cape Rural Development Agency
ECPTA	Eastern Cape Tourism and Parks Agency
GDP	Gross Domestic Product
GIS	Geography Information System
GVA	Gross Value Add
IDC	Industrial Development Corporation
IDP	Integrate Development Plan
SDBIP	Service delivery and Implementation Plan
LED	Local Economic Development
ELM	Emalahleni Local Municipalities
LTO	Local Tourism Organisation
NDP	National Development Plan
PGDP	Provincial Growth and Development Plan
PPP	Public Private Partnerships
SME	Small Medium Enterprise
CHCDC	Chris Hani Cooperative Development Centre
CHDA	Chris Hani Development Agency
IAP	Investment Attraction Plan
EDTA	Economic Development, Tourism and Agriculture
DSD	Department of Social Development
DTI	Department of Trade and Industry
AG	Auditor General
GTZ	Gesellschaft fur Technical Zusammenarbeit
ILO	International Labour Organisation
ECPTA	Eastern Cape Parks and Tourism Agency
IQ	Indwe Quarries

1. INTRODUCTION

1.1. Background

The current LED strategy of the municipality was first developed in 2009, and was approved by the Council in 12 December 2010. This was the first strategy since the establishment of the wall to wall municipality. It was then developed in order to guide the economic development of the municipality and fulfil legislative requirements which are, Constitution of the Republic of South Africa Act No 108 of 1996 (objects of Local Government Section 152). The statistics that was used in the current LED Strategy (2010-2015) was taken from Global Insight which is a

private company that is not recommended by government; therefore this statistics did not show an accredited reflection of the demographic profile of the Emalahleni Local Municipality.

The Local Economic Development Strategy was supposed to be guided by the Spatial Development Framework, but it was concluded before the Spatial Development Framework was developed. There was an omission of Mining Sector and infrastructure needs in the strategy, the role of economic stakeholders, their contribution and influence was not clear.

A lot has changed in the municipality since the adoption of the current strategy and therefore necessitated a review since it was adopted for a 5 year period. The analysis in the current review uses information that has been freshly sourced from Statistics South Africa 2011 which is an accredited source of information in Government.

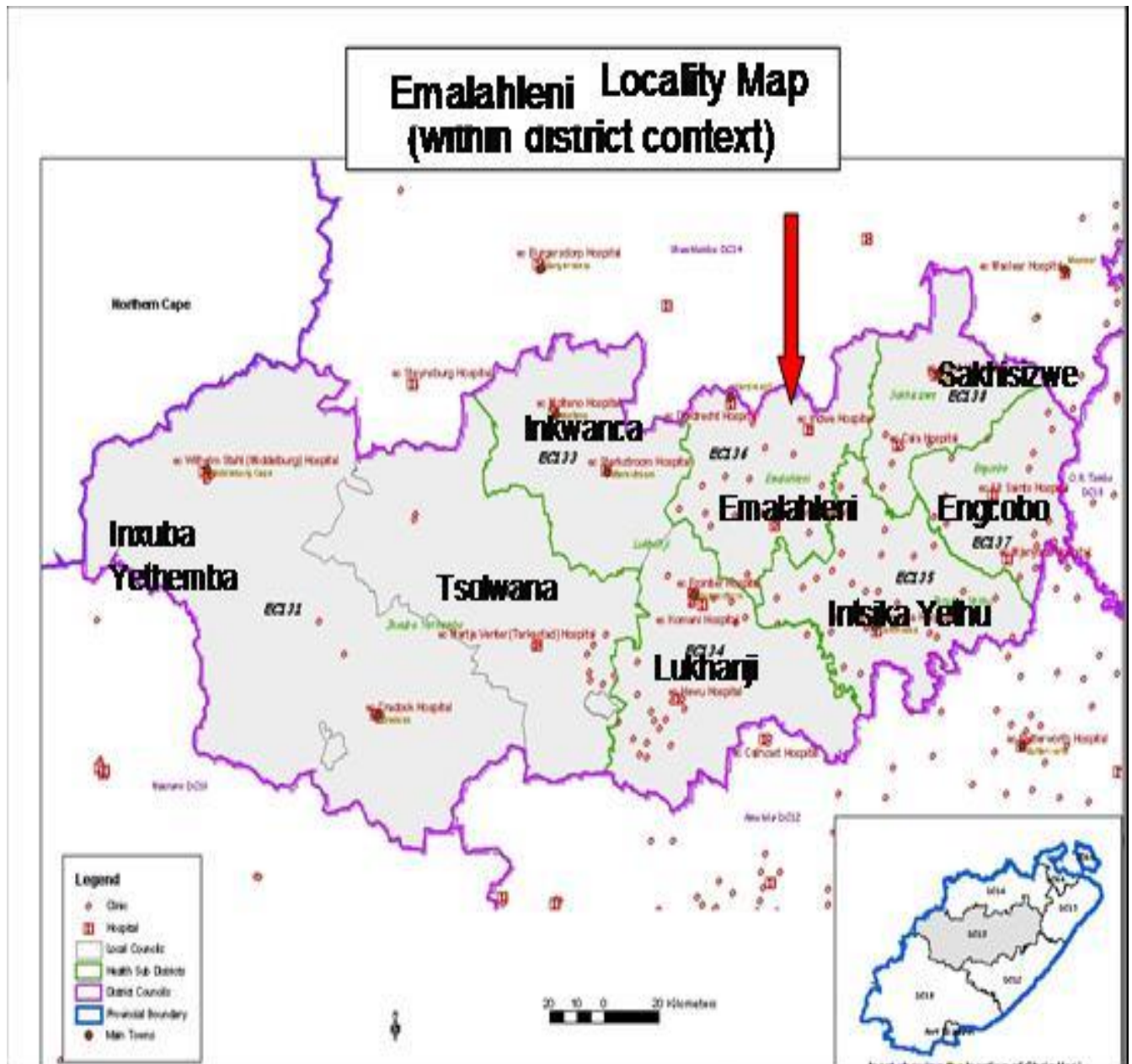
Due to unresponsive funding model for the realization of the programmes in the current strategy, it failed to attract resources for its implementation. The review of the strategy suggests various sources and resource combinations to be mobilized for the realization of the pronounced strategic intent, for example LED Programmes.

In order to foster high level buy-in and funding support by critical stakeholders (Sector departments, and Private Investors) the review also suggests mechanisms for distribution of roles and responsibilities among expected implementing agencies for the successful delivery of the reviewed LED strategy. The review proposes that the municipality takes strategic decisions on key driving sectors of the local economy that council must invest heavily on and also identifies other sectors where the municipal role will be to facilitate participation by other role players.

LED Strategy is aimed at providing a framework for municipal interventions and planning for sustainable economic development in the municipal jurisdiction. This also serves to encourage community involvement and ensure maximum participation in the municipal affairs.

1.2. Profile of the Municipality

Emalahleni is a category B municipality situated within the Chris Hani District (see figure below) of the Eastern Cape Province. It consists of the three main urban nodes being the towns of Lady Frere, Indwe and Dordrecht surrounded by a large rural settlement s and many surrounding villages.

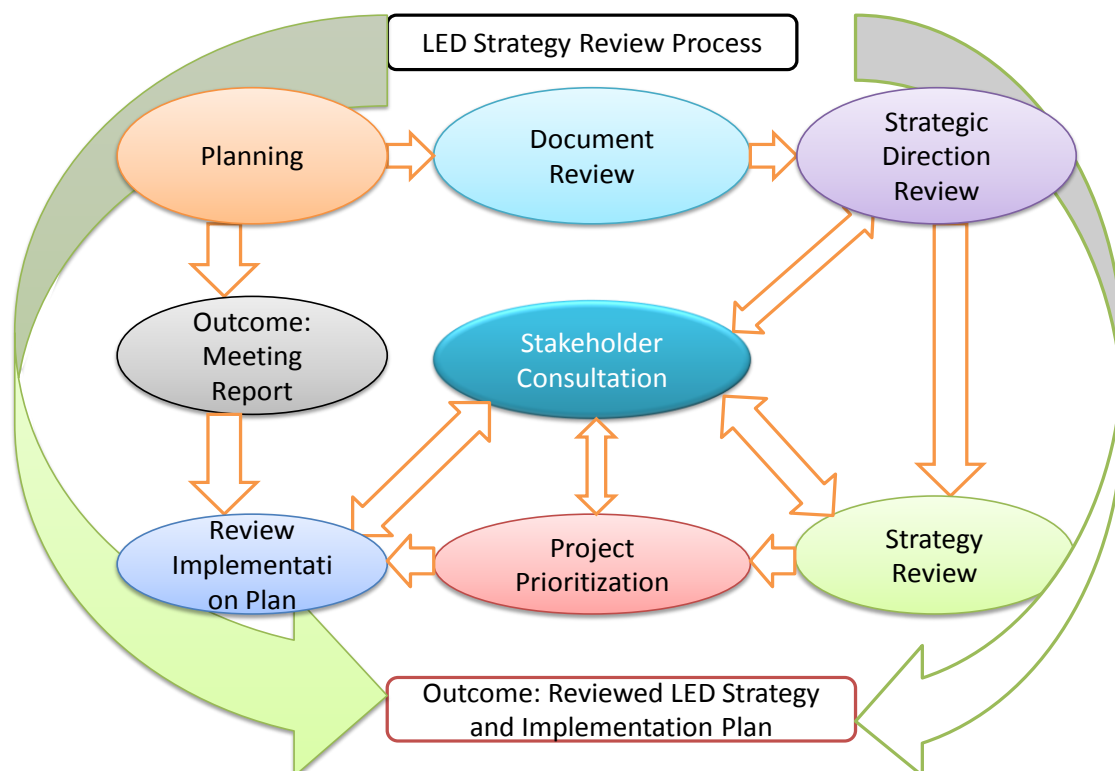


1.3. METHODOLOGY

Methodologies used in the review include:

- Consultation: Local Economic Development Sectors were engaged.
- Mentoring: The review was conducted with extensive interaction between relevant municipal and LED officials. This ensured transfer of skills, ownership of the LED strategy with guidance from Centre for Municipal Research and Advise (CMRA).
- Action Plan: it was developed for the key LED Projects identified in the reviewed LED Strategy. This action includes timeframes and responsibility allocation.

The activities in the LED Strategy review are shown in the diagram below:



1.4. LOCAL ECONOMIC DEVELOPMENT CONTEXT

The purpose of this section of the strategy is to provide an overview of ‘what LED is’, as well as the roles and responsibilities of the various stakeholders in LED planning and implementation.

1.4.1. What is LED?

The purpose of LED is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation (World Bank). According to GTZ LED is an ongoing process by which key stakeholders and institutions from all spheres of society, the public and private sector as well as civil society, work jointly to create a unique advantage for the locality and its firms, tackle market failures, remove bureaucratic obstacles for local businesses and strengthen the competitiveness of local firms.

ILO defines LED as a participatory process which encourages social dialogue and public-private partnerships. It enables local stakeholders to jointly design and implement a development strategy which fully exploits local resources and capacities, and makes best use of the area's comparative advantages.

Mohr, Fourie and Associates (2015) define **Economic Growth** as an annual rate of increase in the total production or income of the economy”. A positive economic growth is measured when the

economy is above the population growth. **“Economic Development:** It is reduction of unemployment, poverty and inequality in the growing economy”. According to Economic Development National, LED was originally a term that referred to deliberate intervention to promote economic development in a specific area that is not the national area. The district views LED as the tool to maximise the economic value, job creation, potential of the district through a focus on the strengthening of the comparative advantages of priority sectors and creating a distinctive competitive advantage.

Given the above definitions the municipality defines its Local Economic Development as reduction of unemployment, poverty and inequality in the growing economy of the locality, as the Municipality’s vision is about delivering appropriate, sustainable and affordable services towards socio-economic growth for the development of its community.

a) The National LED Context

The National Framework for LED in South Africa has been developed as a guide that seeks to advance an understanding of LED and has put forward a strategic implementation approach that municipalities, provinces, national government, state-owned enterprises and communities may concentrate on in order to improve local economic development. This Framework also seeks to guide the implementation of the LED Key Performance Indicator of the back to basics through the suggested actions.

Of the priority sectors in the developed economy which were identified: tourism, call centres and Business Process Outsourcing (BPO), bio-fuels, downstream mineral beneficiation, agricultural and agrarian reform and information communication technology (ICT) some of which are relevant at Emalahleni. The economies of the poor, crafts, fresh produce, waste, street trading, Small Medium and Micro Enterprise (SMMEs) support and the Expanded Public Works Programme (EPWP) are all critical to local economic development.

b) Provincial LED Context

The economy of the municipality cannot be discussed outside of the economic imperatives of the Eastern Cape and more particularly the economies of the Chris Hani area. The municipality’s LED Strategy will be interfaced with the economic thrusts defined by the Province. Provincial Government has constitutional obligation to align LED initiatives with National and Local Priorities, strengthen and support the capacity of Local Government, make available financial and technical resources to implement and sustain LED, share information regularly (Provincial Economic Trends, land use, investment and new developments) with municipalities, monitor and evaluate the impact of LED initiatives Provincially.

c) District Context

The philosophy underpinning the basic understanding in the jurisdiction of CHDM in relation to the economic trajectory of the District is that of “positioning the region in such a way it maximizes the economic potentials offered by its natural endowments and making choices about where to allocate scarce resources to ensure maximum impact so that the region gets the best possible economic leverage to achieve its socio economic objectives”

Based on this understanding, the economic development vision and strategic intent of the District is determined as follows:

CHDM Economic Development Vision

The District grows and develops through social partnerships so that all people benefit from the economy and have equitable access to social services

Regional Economic Strategic Intent

Maximize the economic value and job creation potential of the District through a focus on the strengthening of the comparative advantages of priority sectors and creating a distinctive competitive advantage in the timber and livestock production and processing sectors

Strategic Differentiation

Regional Economic Strategic Intent

Maximize the economic value and job creation potential of the District through a focus on the strengthening of the comparative advantages of priority sectors and creating a distinctive competitive advantage in timber and livestock production and processing sectors.

d) Municipal Context

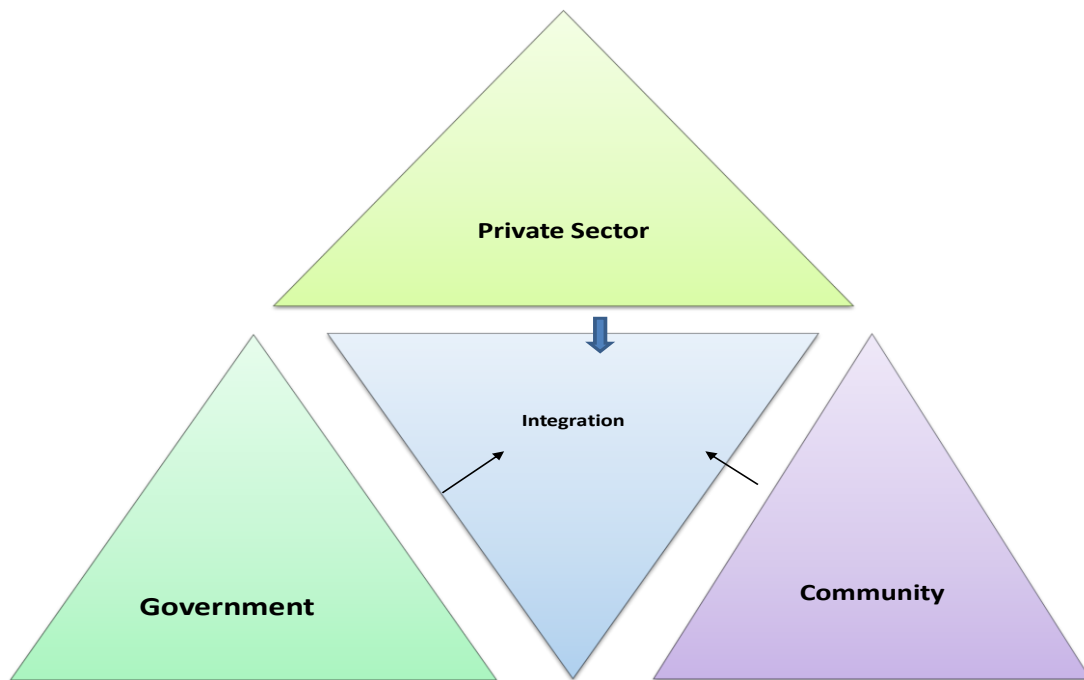
The municipality's economy does not operate in a vacuum; it is affected and influenced by changes in the provincial, national and global stage. It is therefore important to set the local economic development strategy within the framework of national and more particularly the provincial policies and legislation. In terms of past national trends municipality supplied national mining with scores of migrant labour. When the mining sector started to show signs of decline many migrant labours lost their jobs and had to return to their areas of origin or birth.

The following are the **key sectors** that the municipality will be focusing its attention to, in developing and making a sustainable economic environment:

- **Agriculture and Agro-processing**
- **Trade, Retail and wholesale**
- **Informal sector (street trading)**
- **Mining (Coal and Small Scale: Sand Mining and Brick Makers)**
- **Tourism and Heritage Management (Arts and Craft)**
- **Forestry**

1.4.2. STAKEHOLDER ROLES AND RESPONSIBILITIES IN LED

The promotion of economic growth and development is an integrated effort for all key stakeholders in the local community. This means that all key stakeholders in a municipal area must work together to tackle challenges, find ways to ensure the provision of services in a sustainable manner in order to create conducive environment for the creation of job opportunities. This is shown in the diagram below.



These stakeholders should not only be the end beneficiaries of LED interventions. They must be involved in;

- Planning for LED
- Implementation of LED
- Monitoring and Evaluation of LED

The primary stakeholders and their roles are as follows:

1.4.2.1. Role of Government

Government officials and politicians have a combination of roles to play, including the roles of manager / co-coordinator, facilitator, investor, representative and regulator. The focus will be on the responsibilities of local government. However, as stated earlier, the local economy is inextricably linked to the district, provincial and national economies. The district has a role to play in respect to coordination between surrounding areas, facilitation of sector strategies and investment in district-wide initiatives. Province and national have a role as regulator, investor and coordinator. Local government must play all the various roles in partnership with the district and province, the remainder of this section focuses on the role of local government.

a) Manager and coordinator

In this role, local government is the implementer or responsible authority;

- Policy formulation and leadership of integrated local economic development planning;
- Collation and interpretation of economic intelligence;
- Identification of infrastructure needs;
- Management of national and provincial government mandates and interventions;
- Facilities management;

b) Facilitator

In this role, local government improves the environment and services, and facilitates outside expertise and resources to meet needs.

- Dissemination of information;
- Creating a conducive and enabling business environment and culture;
- Infrastructure provision;
- Support of the informal sector and SMMEs;
- Facilitation of development funding;
- Process facilitator.

c) Investor

Government is a major investor and can use its resources to drive and stimulate the local economy. Below is a list of investment vehicles. Some are funded via the province, with the Municipality acting only as an agent, while others involve the direct resources of local government.

- Procurement policy;
- Use of state assets (province and local);
- Infrastructure investment (province and local);
- Housing investment (agency function for province);
- Land use planning;
- Environmental regulation (province and local).

d) Regulator

Government is responsible for policy, and as such is a regulator and enforcer and need to ensure that this role supports rather than constrains economic development. Here issues of environmental management, zoning, licensing, by-laws and municipal policy and enforcement are all important.

e) Representative

This is usually the role undertaken by elected representatives within local government.

- Understanding citizen's needs and communicating these to the administration
- Monitoring delivery and performance against the agreed plan.

1.4.2.2. Role of Community

They are buying, selling, building, saving and investing lie at the heart of community organization, culture and identity. To ignore the community voice in an LED process would be to miss a fundamental constituency.

a) Labour

Organized labour is an important stakeholder in the implementation of LED initiatives and programmes. Increasing the number of jobs is a key objective of LED. Job seekers as well as those already employed must be consulted in the LED process. Labour represents the backbone of the economy. Workers have a role as productive human capital, as consumers and as political interest groups.

As labour representatives the mandate is to:

- Understand workers' needs and communicate these to the management through lobbying consultation, negotiations and bargaining
- Monitor delivery and performance against the agreed plan.

b) Consumers / investors

- Without consumption the local economy would not grow at an acceptable level. By choosing where to spend their money, on what products and on what suppliers, communities invest in the local economy daily. Recognizing their power is an important part of LED.

c) Stimulators / entrepreneurs

Communities stimulate business creation or expansion through:

- Identification and support for markets
- Partnerships
- Non-profit organisations identify gaps and areas of need in communities and the design and development of programmes to address these needs

d) Facilitator

- Non-profit organisations facilitate outside expertise and resources to meet needs through:
- Dissemination of information
- Support for targeted groups
- Facilitation of development funding
- Facilitation of partnerships between different stakeholders to address a need or deliver a project
- Process facilitator.

e) Investor

Non-profit organisations are a significant resource in a community. The commitment and passion of members along with the funds raised can be used to drive and stimulate aspects of the local economy. This role is at times shared with the public sector, parastatals, communities and the private sector who choose to become partners in the development of a project, area or target group.

1.4.2.3. Role of Private Sector

While the role of business in LED is widely acknowledged, there is a tendency only to focus on big business and the formal sector. The informal sector also has an important role to play as investor and entrepreneur. Roles cross the formal and informal divide.

a) Investor

The private sector is a major investor. Its resources drive and stimulate the local economy, both spatially and sectorally. This role is at times shared with donors or parastatals, which provide capital to the public or private sectors and become a partner in the development of the area.

b) Stimulator / entrepreneur:

In this role the private sector undertakes the following:

- Promotion of particular sectors or areas that could be sustained by the market in the long term, for example, the development of business infrastructure to attract business in a situation where the market (consumer or skills) exists, or the development of specialist skills, for example in specialised agriculture, or the mobilisation of a sector on the understanding that organised business is better able to engage government than fragmented and disparate individuals and firms.

1.4.3. GUIDING PRINCIPLES

The following principles will guide economic development at municipality;

a) Balanced Development

The development of the local economy will ensure that the uniqueness of the local environment is protected. Balanced development also means that at tough times choices will need to be made and environmental, social and economic needs will have to be balanced to ensure that local economic development actions benefit all residents of the municipal area.

b) Diverse Economy

The municipality has the following key economic sectors: tourism; agriculture and agro-processing; construction services, retail and manufacturing. The development of the local economy will ensure that diversity recognises the uniqueness and assets of the local economy. This offers a greater resilience and ability to respond to unforeseen events and external shocks.

c) Inclusiveness

Consultations with communities have created a very strong need for an inclusive approach to local economic development. The principle of inclusiveness means optimising the rainbow community, uniqueness and connectivity of the various stakeholders and the need to develop a united community.

d) Partnerships

It is by working together through partnerships and by having a common vision that sustained economic development will be achieved. The key to success is in mobilizing the municipal community resources and assets to achieve a common goal. This guiding principle ensures that in all actions and programmes (municipality, business, communities and non-governmental organizations) the municipality creates partnerships and ensures integration of activities wherever possible.

This approach also entails the development of appropriate structures to ensure that such partnerships are developed and effective.

e) Sustainability

Sustainability requires the use of municipal assets and resources in a manner that maintains them for future generations. Sustainability planning also ensures that projects and programmes that have been identified are able to sustain themselves and generate the required economic spin-offs that in the long run benefit the local economy.

f) Quality

Underpinning all the economic development work will be a commitment to quality. Commitment to quality means ensuring that resources and assets are deployed in a manner that increases the value for money, by contributing towards the improvement in the quality of life of all the people of the municipality. This principle too ensures that

a thorough assessment is undertaken of each opportunity identified, and value for money and effort is enhanced.

g) Innovation and Human Development

The sustained growth and development of the municipal economy will depend on the extent to which local communities, business and government are able to innovate and develop the capacities of the local communities to be creative. Human resource development will form one of the key pillars to the development of the local economy. With high levels of appropriate skills and education the possibilities for innovation and creativity are enhanced.

1.5. STRATEGY OUTLINE

The strategy outline:

- Examines the **Status Quo**, in terms of spatial issues, services, the institutional context for LED and demographics. The section also examines the current labour market within the municipality, as well as the current economic situation.
- Analyzes the current situation with a view to identifying interventions to grow the local economy. Specifically, this is done through Strengths, Weaknesses, Opportunities and Threats (**SWOT**) analysis, as well as an analysis to identify the **competitive advantages** within the local economy.
- Presents the **Vision, Goals and Strategic Direction** based on the analysis done in preceding sections.
- Presents an **action plan** putting forward key projects to meet the vision and goals for LED. The purpose of this framework is to assist the municipality and its partners in implementing LED Strategy.

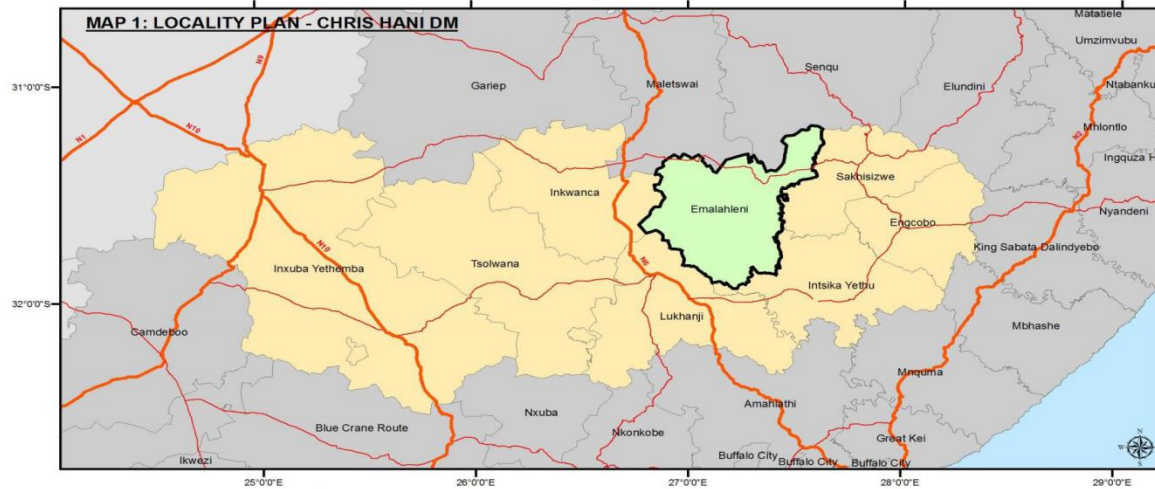
2. SITUATIONAL ANALYSIS

The purpose of this section of the strategy is to examine the current level of economic development within the municipality, with specific reference to issues effecting, or being effected by LED. Here, issues related to highlighting potential opportunities and weaknesses within the local economy are explored, in order to assist in identifying intervention areas by the municipality and its stakeholders. The section analyzes the following;

- The physical context
- The institutional context
- The policy context
- The demographic profile
- Employment
- Status quo of the local economy
- Overview of the local economy

2.1. PHYSICAL CONTEXT FOR LOCAL ECONOMIC DEVELOPMENT

MAP 1: LOCALITY PLAN - CHRIS HANI DM



LOCALITY PLAN

The Emalahleni Municipal area falls under the jurisdiction the Chris Hani District Municipality. It is bordered by the following Local Municipalities

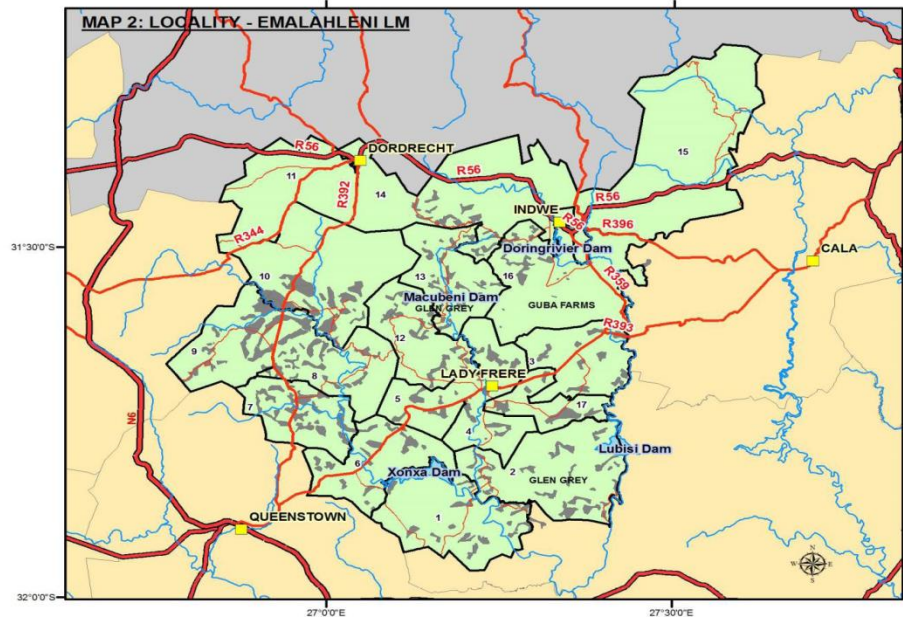
- Sakhisizwe LM (Chris Hani DM) to the east,
- Intsika Yethu LM (Chris Hani DM) to the south,
- Lukhanji LM (Chris Hani DM) to the south west,
- Inkwanca LM (Chris Hani DM) to the west,
- Maletswai LM (Ukhahlamba DM) to the north,
- Senqu LM (Ukhahlamba DM) to the north east

The Municipality comprises the small urban areas of Lady Frere, Indwe and Dordrecht, incorporating the surrounding rural areas of Woodehouse and Glen Grey to the east of Queenstown. The Municipal area extends over an area of approximately 3 440 square kilometers, includes some 200 rural villages and comprises seventeen (17) wards.

Emalahleni Local Municipality, comprising of 17 wards, is part of the Chris Hani District Municipality (CHDM) in the Eastern Cape Province. It has three main centres, Lady Frere, Dordrecht and Indwe and more than 200 rural villages. The seat of the Municipality is Lady Frere. The municipal area spans approximately 3 840 square kilometres. The neighbouring municipalities (See Map 1) are:

- Emalahleni Municipality and Intsika Yethu Municipality to the South
- Inkwanca Municipality to the west, and
- Sakhisizwe Municipality to the east

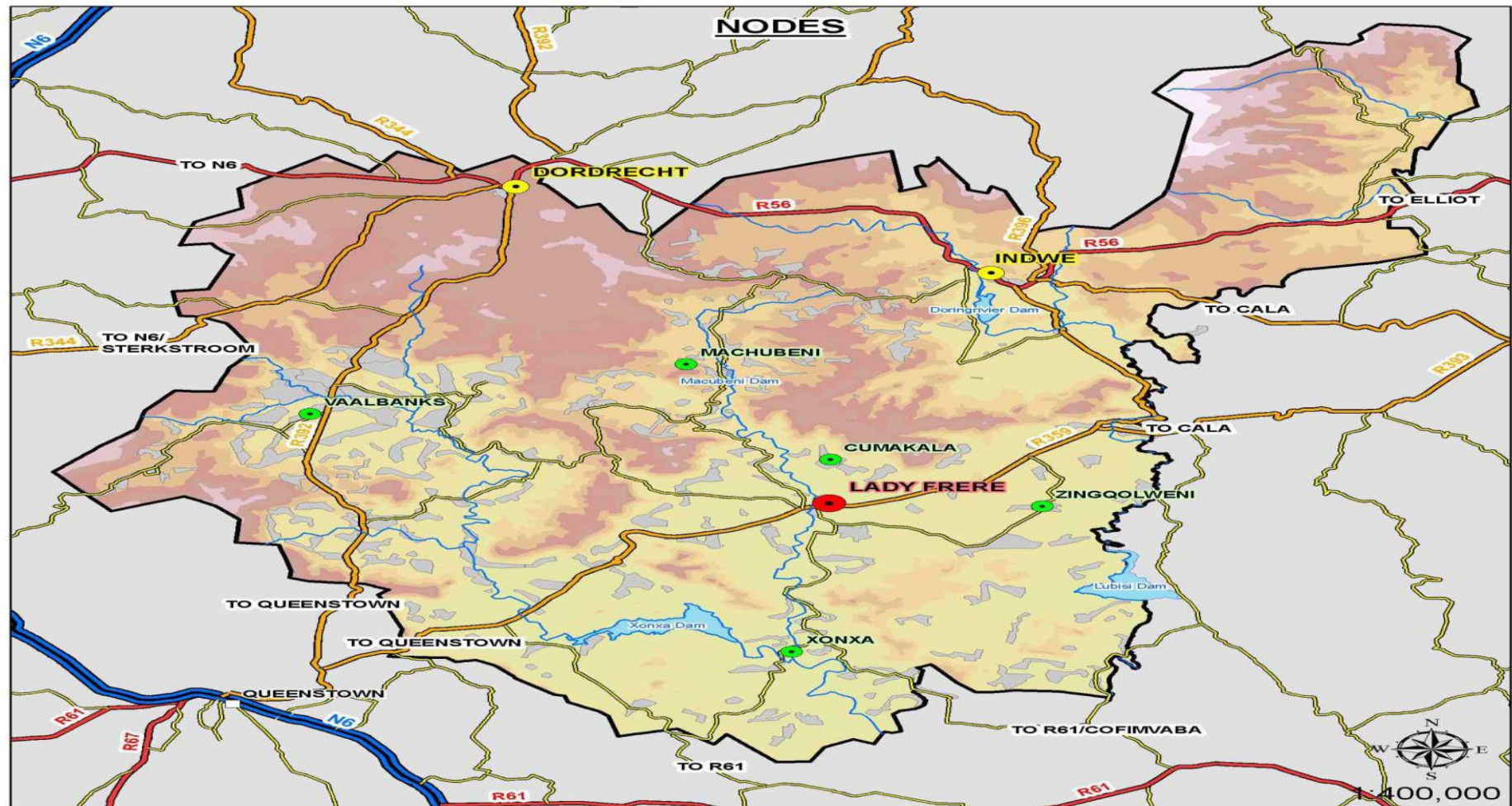
MAP 2: LOCALITY - EMALAHLENI LM



Legend

- MAIN TOWNS
- river
- WARD BOUNDARY
- Dams
- ROADS**
- ARTERIAL
- MAIN
- LINK
- VILLAGES
- EMALAHLENI LM
- CHRIS HANI DM
- EASTERN CAPE

2.1.1. KEY TOWNS/ NODAL AREAS AROUND EMALAHLENI



Legend

NODES

- Primary Node
- Secondary Node
- Local Centres

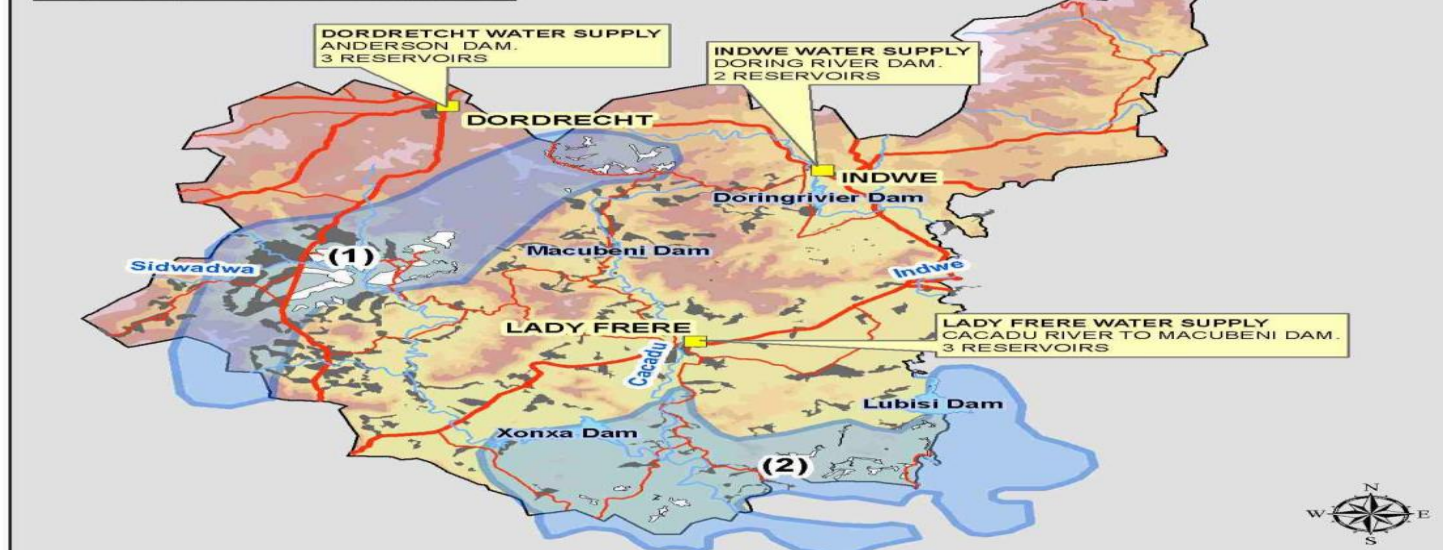
- Villages
- Rivers
- Dams

ROADS

- Freeway
- Arterial
- Main
- Link

2.1.2. EMALAHLENI MUNICIPALITY INFRASTRUCTURE (BASIC SERVICE DELIVERY/ INFRASTRUCTURE INDICATORS)

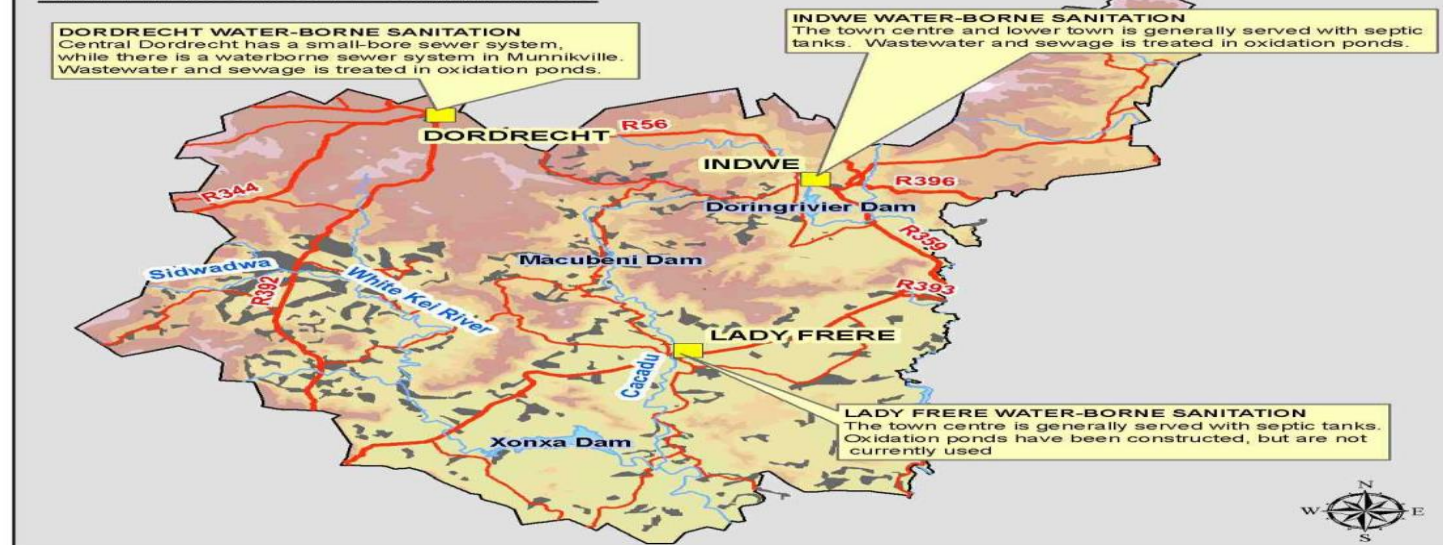
MAP 1: ACCESS TO WATER



Legend

- Main Towns
 - rivers
 - Dams
 - Backlog Clusters
- Settlement**
- Level of Service
- Adequate
 - Infra Needs: Extension

MAP 2: ACCESS TO SANITATION



Legend

- Main Towns
- rivers
- Dams
- Villages

a) Infrastructure Development: Indwe Water

Indwe water treatment works obtains raw water from a pumped water supply from the Doring River Dam.

The current volume of water being processed by the water treatment works has been measured at approximately 1.8Mℓ/day against a rated capacity of 1.2Mℓ/day.

Component	Description	Condition
Pumps	Water is pumped from the dam to the purification works.	Poor
Source	Doring River Dam, Extraction – 780,000 m ³ /year	Fair
Treatment	Capacity of 90 m ³ /hr	Poor
Reservoirs	No. 2, 2,200 m ³ , 1,100 m ³	Good
Control (meters)	Metered in Town Centre, Lower Town, and some in Mavuya	Fair

b) Infrastructure Development: Lady Frere Water

The water treatment works obtains raw water from a pumped water supply from the Machubeni Dam.

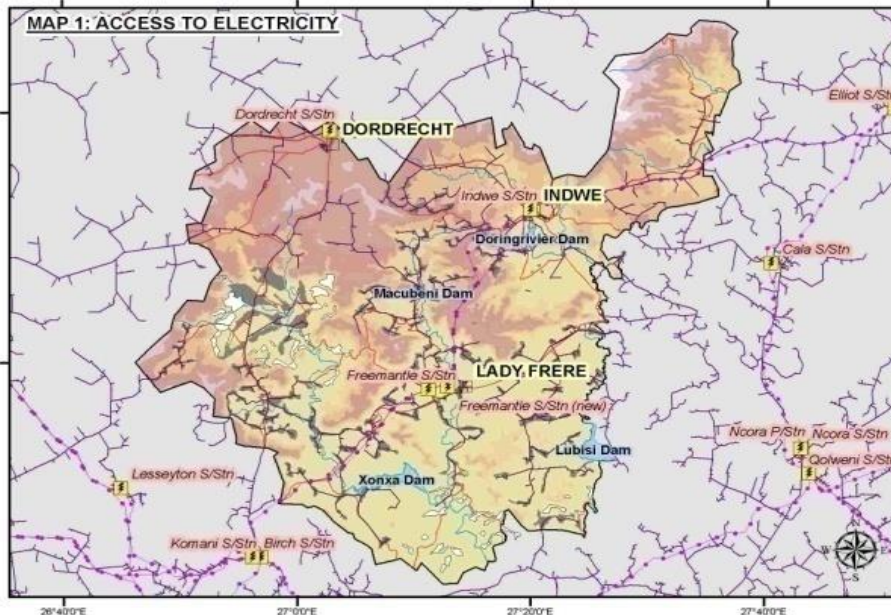
The current volume of water being processed by the water treatment works has been measured at approximately 3.5Mℓ/day (or 40ℓ/s).

Component	Description	Condition
Pumps	Pumping scheme from the river to the treatment works using two pumps	Good
Source	Cacadu River to Macubeni Dam	-
Treatment	Capacity of 40 ℓ/s	Fair
Reservoirs	No. 3, each 600 kℓ	Good
Control (meters)	Metered	-

c) Infrastructure Development: Dordrecht Water

Dordrecht water treatment works receives raw water through a pumped system from the Anderson and Munnik Dams. Water from the treatment works gravitates through a network of domestic, commercial and institutional connections to Dordrecht town and the hospital. Some of the water is pumped to two off-site reservoirs from where it gravitates to Munniksville, Sinakho and Tyoksville villages.

Component	Description	Condition
Pumps	Only from Munnik Dam, Pump rate 100m ³ /hr	Needs refurb
Source	Anderson Dam by gravity, Capacity of 2.2 Mℓ +,	Fair
Treatment	Full treatment Capacity ±2Mℓ/day	Needs refurb
Reservoirs	No. 3, 2x 1Mℓ, and 0.6 Mℓ	Good
Control (meters)	Metered in Dordrecht Central	



Legend

- Substation
- 66/132 kV line
- 11/22 kV line
- river
- Dams

ACCESS TO ELECTRICITY

- Villages not serviced
- Villages serviced

INFRASTRUCTURE

ELECTRICITY

Electricity service is currently provided to portions of 8 wards only. Eskom has planning in place to develop their network ultimately to all areas of Emalahleni.

ROADS AND INFRASTRUCTURE

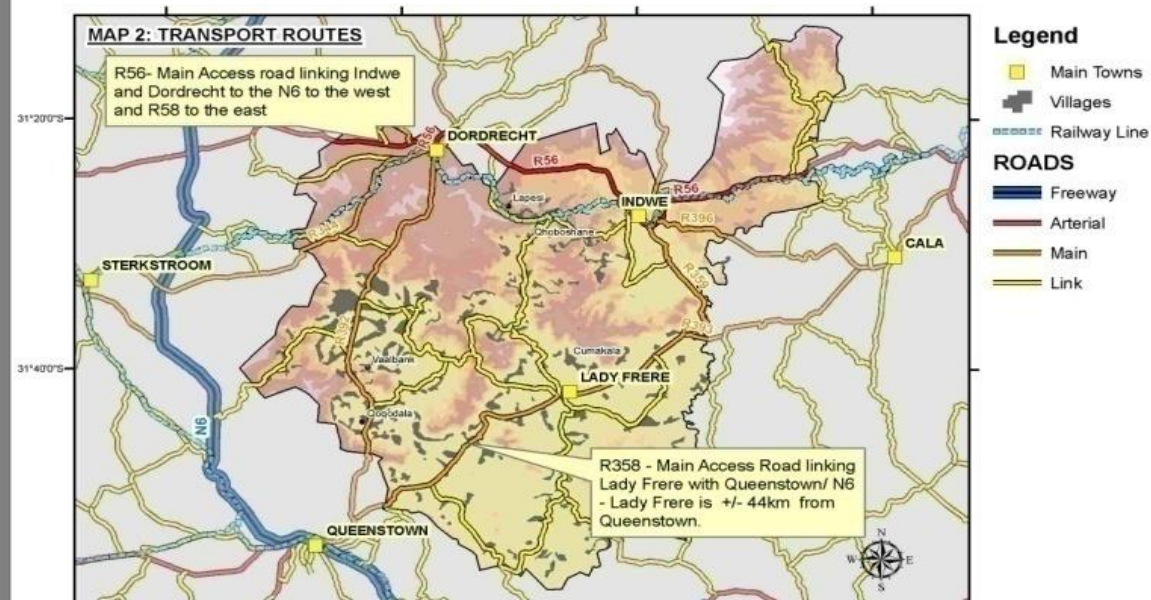
The various categories of roads are summarised as follows:

Trunk roads - 65km
Main roads - 90km
District roads - 658km
Access/minor roads - 313km

The entire road network of mainly gravel roads is generally in poor conditions and need upgrading and maintenance.

RAILWAY NETWORK

The light density railway line between Sterkstroom - Dordrecht - Indwe - Maclear is currently being utilised at 8% of capacity for transportation of general freight commodities and timber. There are problems with carrying capacity.



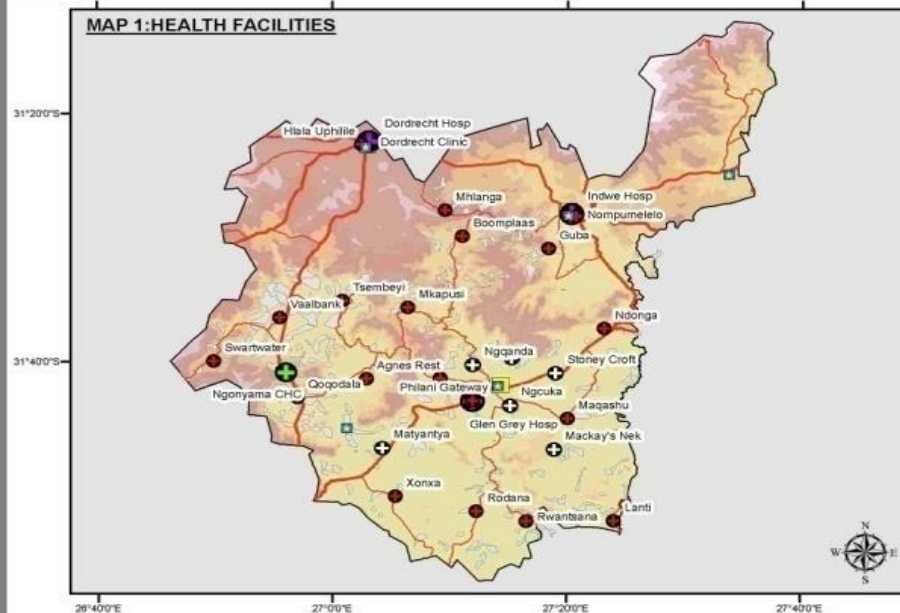
Legend

- Main Towns
- Villages
- Railway Line

ROADS

- Freeway
- Arterial
- Main
- Link

MAP 1: HEALTH FACILITIES



Legend

police station

Main Towns

villages

HEALTH FACILITIES

TYPE

Clinic

Community Health Centre

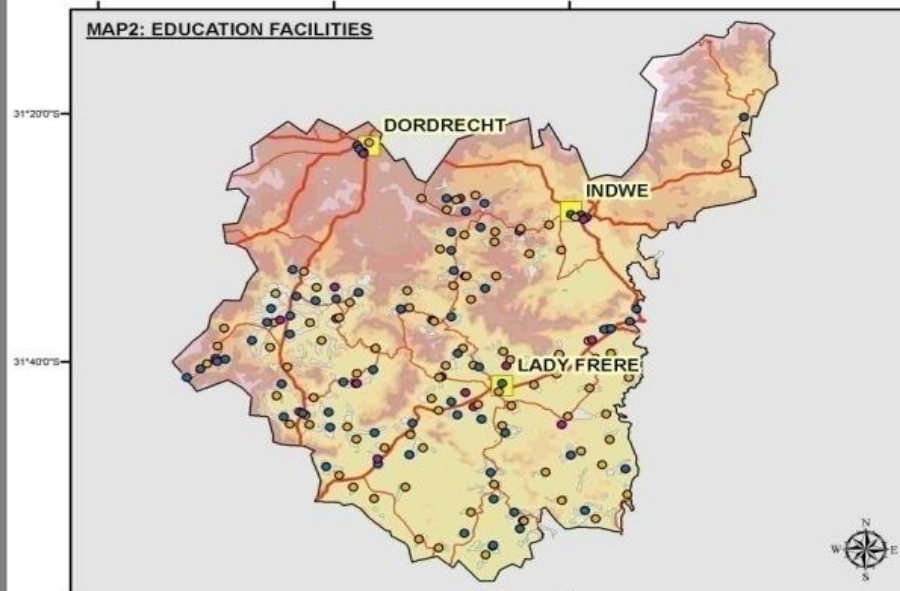
District Hospital

Satellite Clinic

SAFETY FACILITIES

police station

MAP2: EDUCATION FACILITIES



Legend

SCHOOLS

LEVEL

Combined (87)

Primary (66)

Secondary (20)

Main Towns

Villages

SOCIAL FACILITIES

HEALTH

There are currently 35 medical and primary health care facilities in the Emalahleni municipality. (See Map 1)

Health services in the municipal area are competence of the District and Province. The department of Health is currently implementing the following programmes in the Emalahleni Municipal areas.

- > HIV/ Aids monitoring and management
- > Mother Child Women's health
- > Management of the spread of Tuberculosis
- > Health and Hygiene promotion in schools
- > Conducting of environmental health surveys and tests
- > Nutrition programme implementation at schools

SAFETY

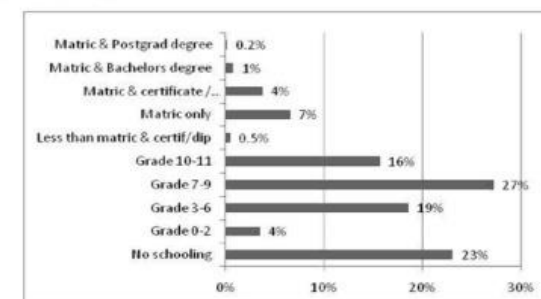
There are five police stations and a one prison located in the municipal areas. (See Map 1)

EDUCATION

There are approximately 173 schools servicing Emalahleni LM. The distribution of these schools is illustrated in Map 2. The main challenges raised by participants in the IDP process relate to issues of:

- > Classroom backlogs
- > Ineffective scholar transport system
- > Inability of rural schools to attract skilled and appropriately competent educators for science subjects
- > Poorly performing schools in terms of their matric pass rates resulting in trickle down problems for the labour market and local economy

The figure below gives a picture of the levels of literacy attainment in the local labour market.



As indicated in the figure above, levels of educational attainment are very low. This situation presents a major challenge for future economic growth because essential skills for growing the economy are limited and will be further reduced by this situation in which 23% of population has no schooling at all.

Town Development

1. Cacadu

- Middle income housing
- Shopping mall
- Town street upgrades
- Civic centre
- Street lights
- Development of recreational park

2. Dordrecht

- Solar plant
- Dairy processing
- Town street upgrades
- Street lights
- Development of recreational park

3. Indwe

- Housing Development
- Road infrastructure development from Indwe to coal mine
- Town street upgrades
- Street lights
- Development of recreational park

2.1.3. NATURAL RESOURCES IN EMALAHLENI LOCAL MUNICIPALITY

The available natural resources are as follows:

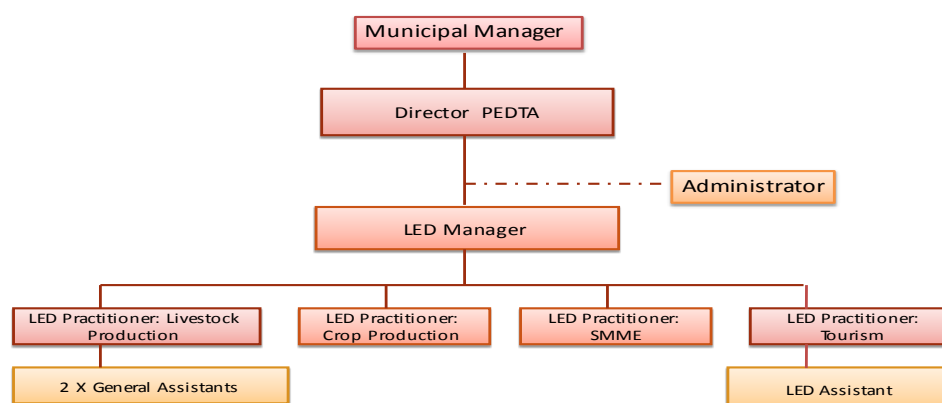
- Coal Deposits
- Sweet Veldt for livestock production
- Dry land for sorghum production
- Dams- Xonxa, Machubeni, Doring and Lubisi
- Waterfalls- Glen Grey
- Mountains- Qwempe, Zingxondo, Magxibha, Ngcwele and many others
- Woodlots- Khophe, Khundulu and Longo

2.2. THE ENABLING ENVIRONMENT FOR LOCAL ECONOMIC DEVELOPMENT

The current status of the institutional context for LED within the municipality is provided below:

2.2.1. INSTITUTIONAL FACILITATION OF LED

Economic development within the municipality falls under the Directorate: Planning Economic Development, Tourism and Agriculture. The organogram is shown below:



According to the Municipal organogram, the duties and responsibilities of the directorate are as follows;

- Create a conducive environment for economic development
- Assisting the previously disadvantaged to be part of the main stream of economy.
- Supporting small business enterprises and sourcing funding for entrepreneurs.
- Retain established business in area and increasing trade.
- Recruit investment into area.
- Create new industry (Business process outsourcing; green economic activities; sustainable development).
- Poverty alleviation and skills development.
- Development of LED strategy.
- Facilitation of LED projects

2.2.2. GOVERNMENT INSTITUTIONS AND PARASTATALS

The institutions that play a vital role in creating conducive environment for the local economic development are as follows:

a) Chris Hani District Municipality

The district assists in the following:

- Creating an enabling environment by developing programmes and making available resources to support projects that will in turn be identified by local municipalities, private sector and entrepreneurs.
- Funding, Infrastructure Development, and Capacity Building
- Monitor and coordinate the activities of all the partners involved in establishing and strengthening of the LED Programmes
- Source investors that will partner with business entities to ensure business sustainability and future viability.

b) Chris Hani Development Agency

- Developing catalytic value chain projects within the various corridors supported by public and private investments;
- Attract funding from the development funds and donor sources, for stimulation of job creation programmes over the various development sectors identified in the IDP and Corridor Development Plan
- Secure a market for primary and secondary produce
- Facilitating linkages between the projects and major markets
- Fast track Development within the District.

c) Chris Hani Cooperative Development Centre

- Provide co-operative capacity building through the provision of co-operative governance and business management trainings
- Provision of monitoring and evaluation
- Assist co-operatives with compliance to legislation (co-operatives act)
- Assist with development of management accounts
- Assist with meeting protocols for co-operatives for development of proper Board minutes and assist with Annual General Meetings processes.
- Assist with social facilitation when the need arises
- Assist with Conflict resolution when the need arises

d) Corporate Government and Traditional Affairs-Eastern Cape

- Capacity building in the form of human resource to incapacitated local municipalities ensures credible integrated development planning and monitors the management of capital funding.

e) Department of Rural Development and Agrarian Reform

- Funding for primary production
- Provide technical support for cooperatives
- Skills development for projects
- Provision of agricultural infrastructure development

f) Eastern Cape Rural Development Agency

- Provision of capital for primary and secondary production infrastructure to Rural Enterprise Development Hub (RED Hub)

- Provide technical support and advice to the primary and secondary cooperative.
- To provide sustained social facilitation for the purpose of capacity building, economic spin offs of the programme and its general impact to society
- To identify and rally other partners in support of Rural Economic Growth; and
- Lobby lucrative markets for rural produce

g) Department of Rural Development and Land Reform

- Avail land for commercial farming, development and spatial structuring
- Provision of start-up capital for communal farming community
- Provision of agriculture infrastructure

h) Department of Economic Development and Environmental Affairs and Tourism

- Capacity building and information dissemination,
- start-up capital and top-up funding
- Ensure compliance in business operations
- Prevention of environmental degradation
- Tourism development
- Fund administration and capacity building for developing business through Eastern Cape Development Cooperation

i) Department of Social Development

- Forms an important part of government strategy to fight triple challenge of poverty, inequality and unemployment
- Empowering young and old people, those with disabilities as well as women in particular, helps rebuild families and communities.
- House hold profiling
- Social facilitation and funding

j) Department of Trade and Industry

- Working capital for bigger businesses and production inputs
- Capacity building for foreign markets
- Financial incentives and support for SMMEs
- Non-financial support, business plan development, and capacity building through Small Enterprise Development Agency

k) Eastern Cape Parks and Tourism Agency

- To serve as a catalyst for all dimensions of tourism in the Province
- To establish and maintain an efficient and effective institution
- To promote the Province as a preferred tourism destination
- To enhance Provincial tourism transformation
- To enhance Provincial tourism product development
- To facilitate infrastructure development for tourism growth
- To utilise partnerships with key stakeholders successfully to achieve specific outputs
- Providing appropriate, credible information on tourism in the province.
- Undertaking collaborative marketing of the Province as a tourism destination
- Promoting special events
- Enhancing infrastructure for tourism information and marketing

l) Logo South

It is a partnership between Emalahleni Local Municipality and the municipalities in Netherlands. The partnership aims at:

- Developing communities
- Training of personnel and councillors

m) Official Twinning between Dordrecht – Emalahleni / Dordrecht Netherlands

It is a bond of friendship and cooperation between the municipality of Emalahleni / Dordrecht in South Africa and Dordrecht in the Netherlands. The cooperation aims at:

- Promoting the bond between Dordrecht and Emalahleni in general and village of Dordrecht in particular.
- Organising exchanges for the purpose of strengthening the administrative, financial and technical knowhow of Emalahleni Local government.
- Forging personal relations between social, cultural, political and religious organisations, groups and institutions in both cities especially targeted at the village of Dordrecht in Emalahleni.
- Rendering administrative and technical assistance to Emalahleni Local Municipality
- Improving the economic development of Emalahleni and especially the Dordrecht Village where possible.

n) Educational Institutions within the municipality or who have potential input in Local Economic Development

Institutions at the Local level			
Institution		Role	Projected Impact
Bengu	Agricultural School	<ul style="list-style-type: none"> • Agricultural Skill Development from Secondary to High School 	<ul style="list-style-type: none"> • Availability of Agricultural Technical Expertise
Ikhala	Tertiary Vocational Education and Training (TVET)	<ul style="list-style-type: none"> • Business Studies Qualifications from National Qualification Framework from level 2 to 4 and N 4 to 6 after grade 12. 	<ul style="list-style-type: none"> • Skills development in Business Studies

Institutions at the District level			
Institution		Role	Projected Impact
Walter Sisulu University		<ul style="list-style-type: none"> • Business Development Qualifications from National Diploma and B-Tech. 	<ul style="list-style-type: none"> • Skills development in Business Studies
Grootfontein	Agricultural Development Institute	<ul style="list-style-type: none"> • Agricultural Skill Development 	<ul style="list-style-type: none"> • Availability of Agricultural Technical Expertise

Boston City Campus & Business College - Queenstown	<ul style="list-style-type: none"> Business Development Qualifications 	<ul style="list-style-type: none"> Skills development in Business Studies
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Institutions at the Provincial level		
Institution	Role	Projected Impact
University of Fort Hare	<ul style="list-style-type: none"> Business Development Qualifications Agricultural Skill Development 	<ul style="list-style-type: none"> Skills development in Business Studies Availability of Agricultural Technical Expertise
Nelson Mandela Metropolitan University	<ul style="list-style-type: none"> Business Development Qualifications Agricultural Skill Development 	<ul style="list-style-type: none"> Skills development in Business Studies Availability of Agricultural Technical Expertise
Rhodes University	<ul style="list-style-type: none"> Business Development Qualifications Agricultural Skill Development 	<ul style="list-style-type: none"> Skills development in Business Studies Availability of Agricultural Technical Expertise
Fort Cox college	<ul style="list-style-type: none"> Agricultural Skill Development 	<ul style="list-style-type: none"> Availability of Agricultural Technical Expertise
Tsolo Agricultural College	<ul style="list-style-type: none"> Agricultural Skill Development 	<ul style="list-style-type: none"> Availability of Agricultural Technical Expertise

2.3. DEMOGRAPHIC PROFILE OF THE ELM

2.3.1. POPULATION SIZE, GROWTH RATE, GENDER DISTRIBUTION AND POPULATION GROUPS

Emalahleni has the fourth largest population with a total of 119,460 (15% of the district population) in the Chris Hani district and extends over an area of approximately 3 840 square kilometres, includes more than 200 rural villages and comprises seventeen (17) wards. The head office of the Emalahleni Local Municipality is situated in Lady Frere and has satellite offices in Dordrecht and Indwe. Growth trend analysis shows that Emalahleni population had a marginal growth of between 2% to 5% over the last 5 years. The marginal growth could be attributed to a variety of factors such as death, poverty, HIV/AIDS and/or family planning.

The following tables and graphs reflect the population of Emalahleni by various categories. The Black Africans and Black African females in particular are the largest group of the population at 51% (and 53% including all races) of the total population. The high representation of females in the population represents an opportunity for the municipality to develop and implement programs for women empowerment.

	Black African	Coloured	Indian or Asian	White	Other	Grand Total
Male	55 614	350	135	322	199	56620
Female	62058	341	39	340	61	62839
Grand Total	117672	691	174	663	260	119459

a) Emalahleni Local Municipality 283 from Census 2011

Area: 3447.21km²

Population: 119460(34.65perkm²)

Households: 31681 (9.19 per km²)

Statistics by Gender as per Census 2011

Gender	People	Percentage
Female	62839	52.60%
Male	56620	47.40%

The above table shows that Emalahleni Local Municipality population is mostly dominated by females. It therefore means there is a possibility that males are outside the Emalahleni Local Municipality in search of greener pastures and females are households.

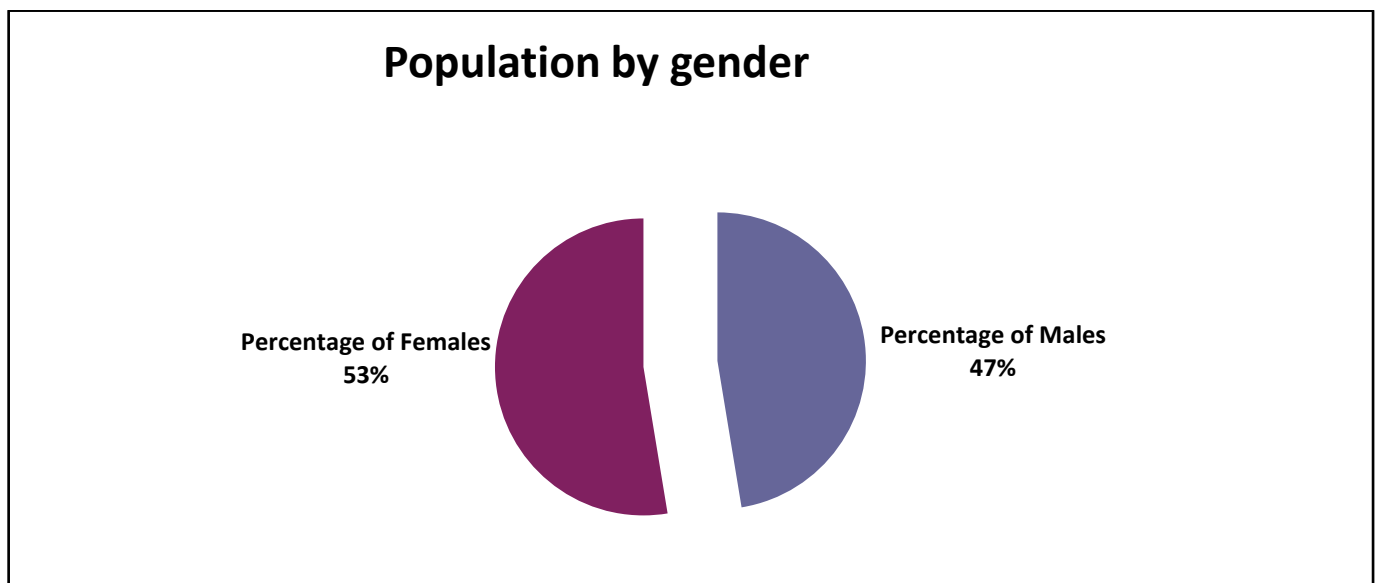
Population by Ethnicity as per Census 2011

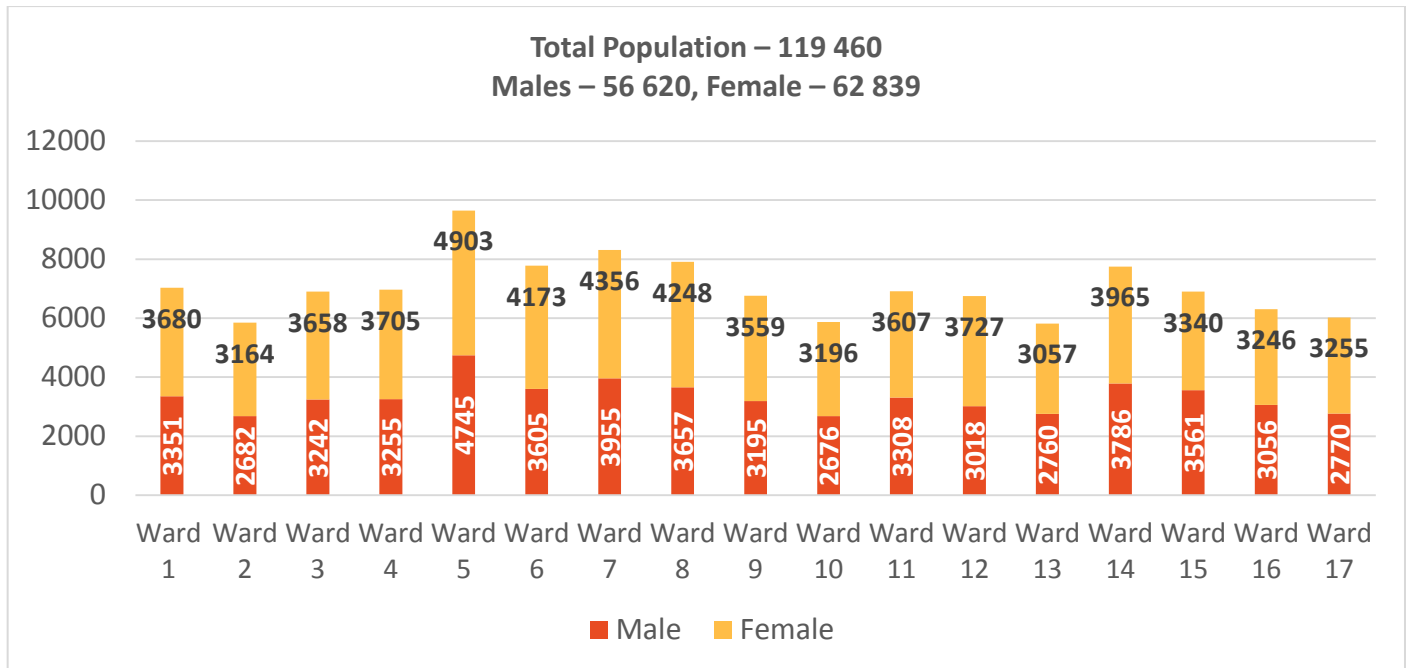
Population group	People	Percentage
Black African	117672	98.50%
Coloured	691	0.58%
White	663	0.55%
Other	260	0.22%
Indian or Asian	174	0.15%

The above table shows that Emalahleni Local Municipality ethnicity is dominated by black Africans and the level of economic participation is revolving around primary production in a form of crop and livestock production.

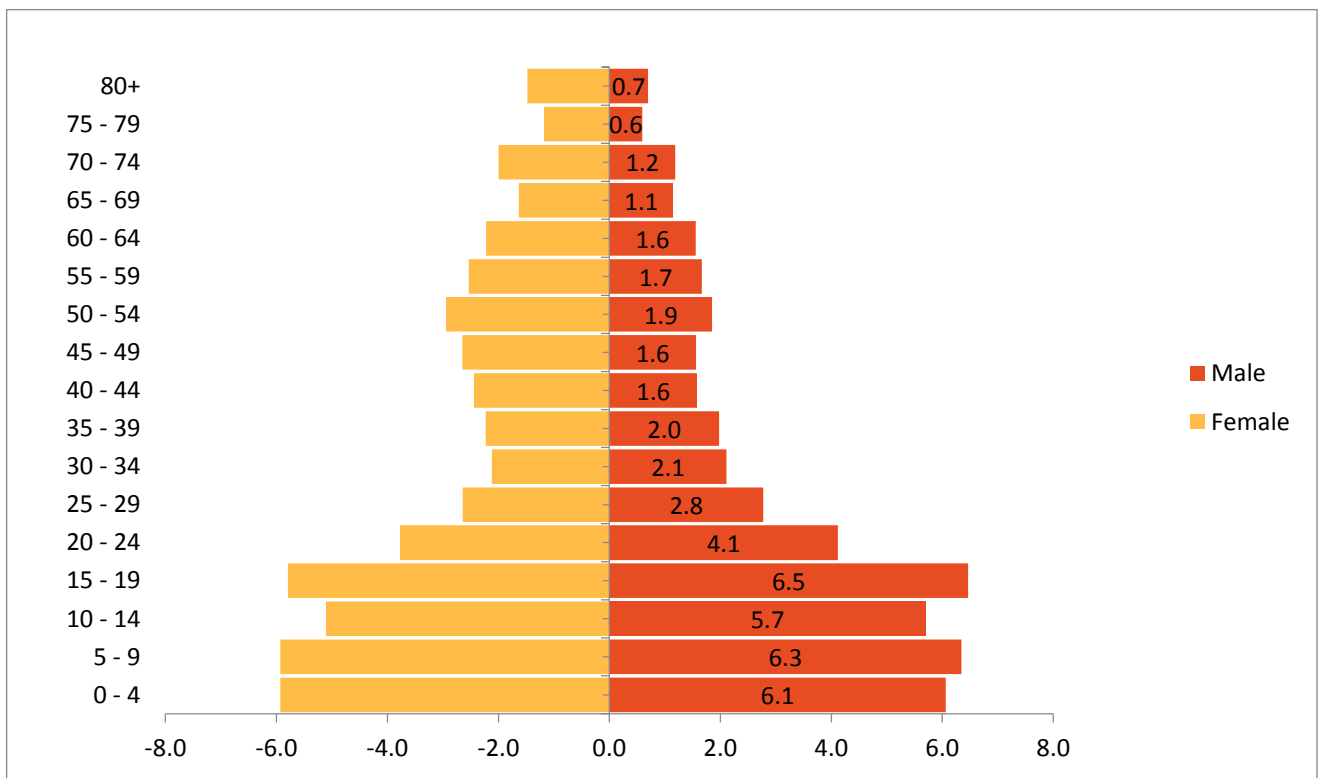
The Pie Chart below reflects the following:

- Females are more than males at Emalahleni Local Municipality
- There is a possibility of male migration from Emalahleni Local Municipality to other cities in search of employment opportunities.
- There is a possibility of high male death rate as compared to females





Population Pyramid

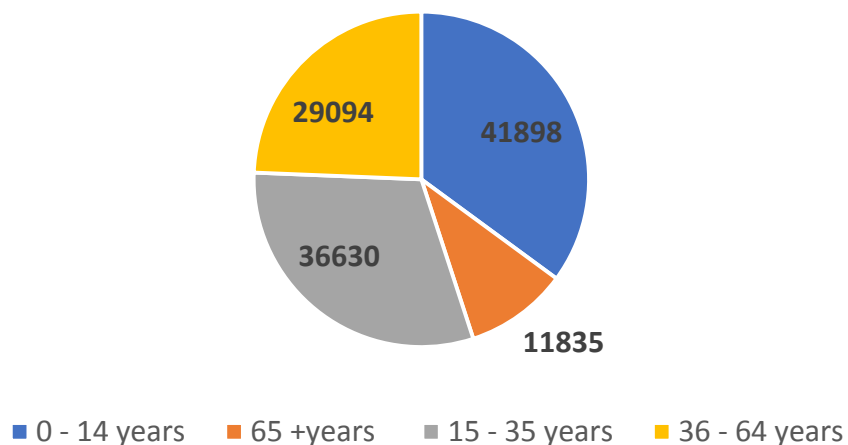


The above pupation pyramid reflects a perfect planning informant for the municipality. From this age distribution above, the following observations can be eluded:

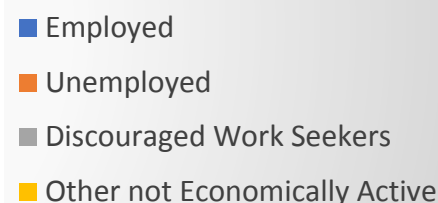
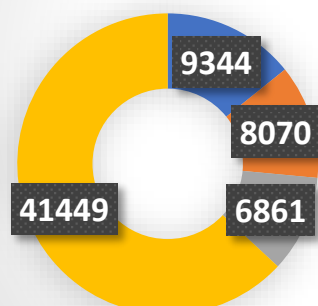
- the 0-19 years comprised of 47% of the total population
- ages 20-59 years of the economically active population, show a fairly distributive population
- ages 60 upwards represent 13% of the population
- The municipal population has a large representation of the youth (comprising of 47%) of the total population. The retired age group of age 60 and above represents 13 percent of the population. These two above point also pose a great challenge for the Emalahleni municipality. This challenge being that the 60 percent of the population is both under 19years and above 60years and thus most likely economically in active and reliant on social grants. The resultant of this compels the municipality to increase its commitment to Special Programmes
- According to statistics released by ECSECC, about 47% of the population earns just under R3500.00 and 13% of the population leaves under the bread line and would therefore not be able to afford housing or other services and rely on state subsidies. Emalahleni thus can be classified as a low wage economy which is a factor of low or negative growth. This fact will be dealt with throughout the document.

Economic Labor Demographics

Emalahleni Population in Age Groups
Total Population – 119 457

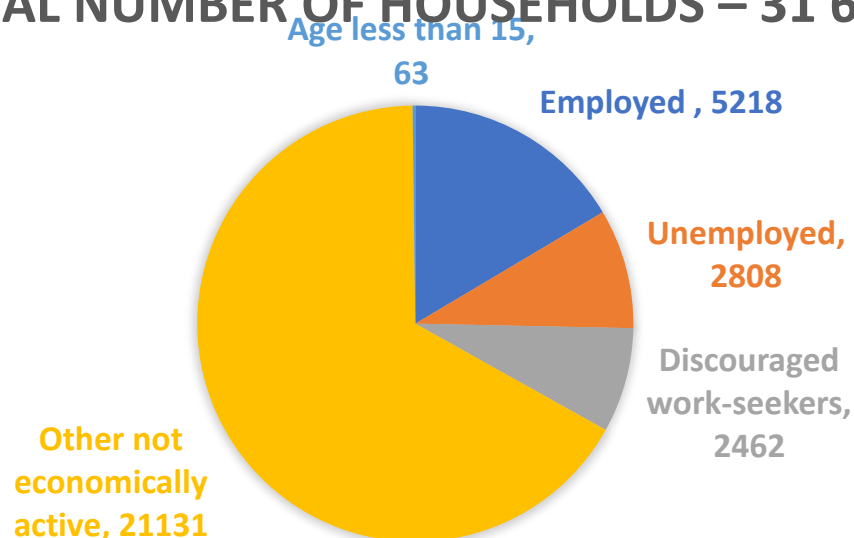


Based on the Economically Active Population – 65 724



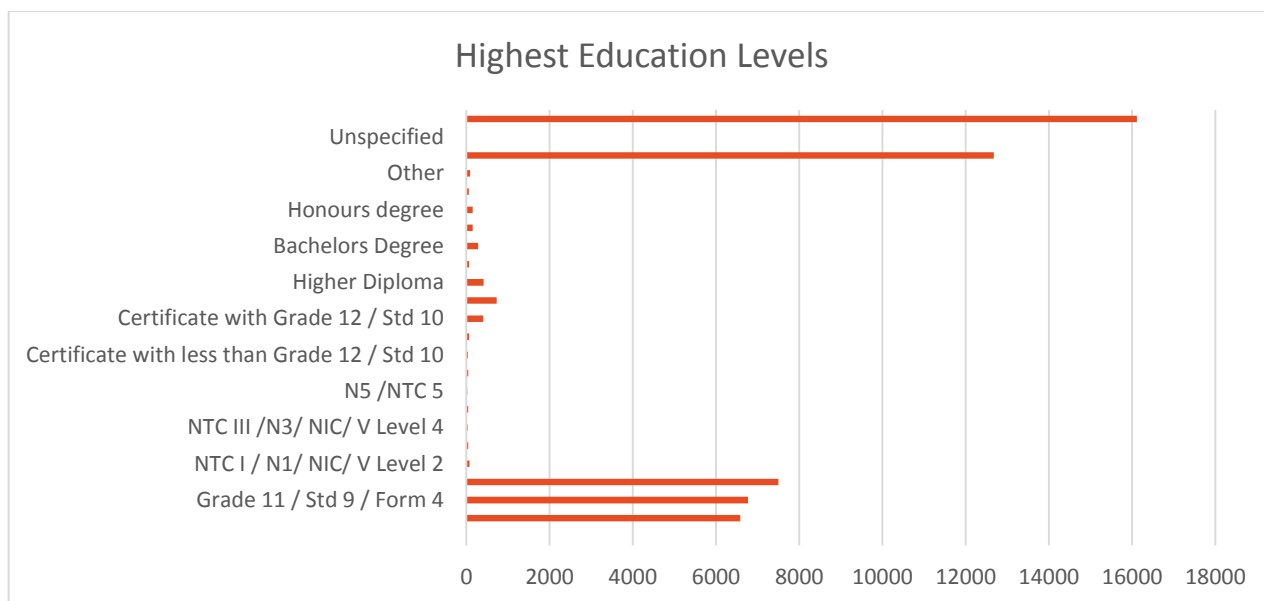
Employment per household

TOTAL NUMBER OF HOUSEHOLDS – 31 681

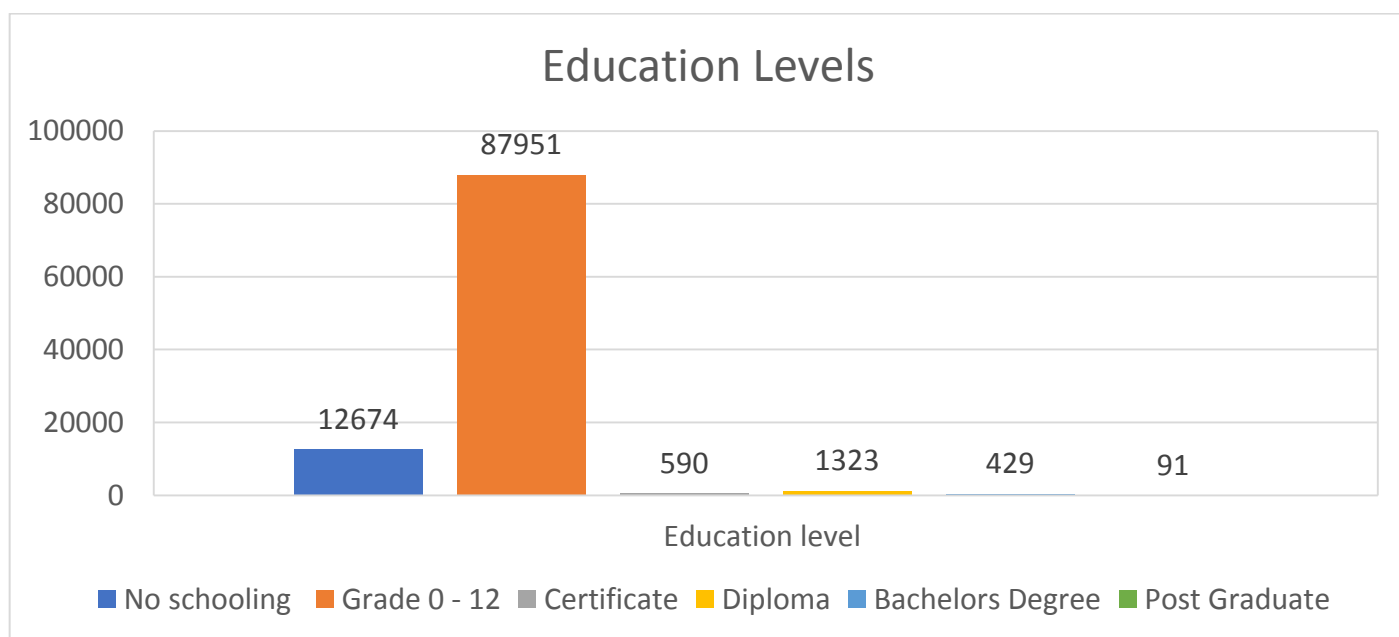


2.3.2. EDUCATION AND SKILLS

- 1.1 ABOUT 35% OF THE ENTIRE POPULATION HAS NO SCHOOLING WHILST ONLY 5% OF THE POPULATION HAS A MATRIC (GRADE 12) QUALIFICATION. AS INDICATED IN GRAPH BELOW, THE LEVELS OF EDUCATIONAL ATTAINMENT ARE VERY LOW. THIS SITUATION PRESENTS A MAJOR CHALLENGE FOR FUTURE ECONOMIC GROWTH BECAUSE ESSENTIAL SKILLS FOR GROWING THE ECONOMY ARE LIMITED AND WILL BE FURTHER REDUCED BY THIS SITUATION IN WHICH 35% OF POPULATION HAS NO SCHOOLING AT ALL.



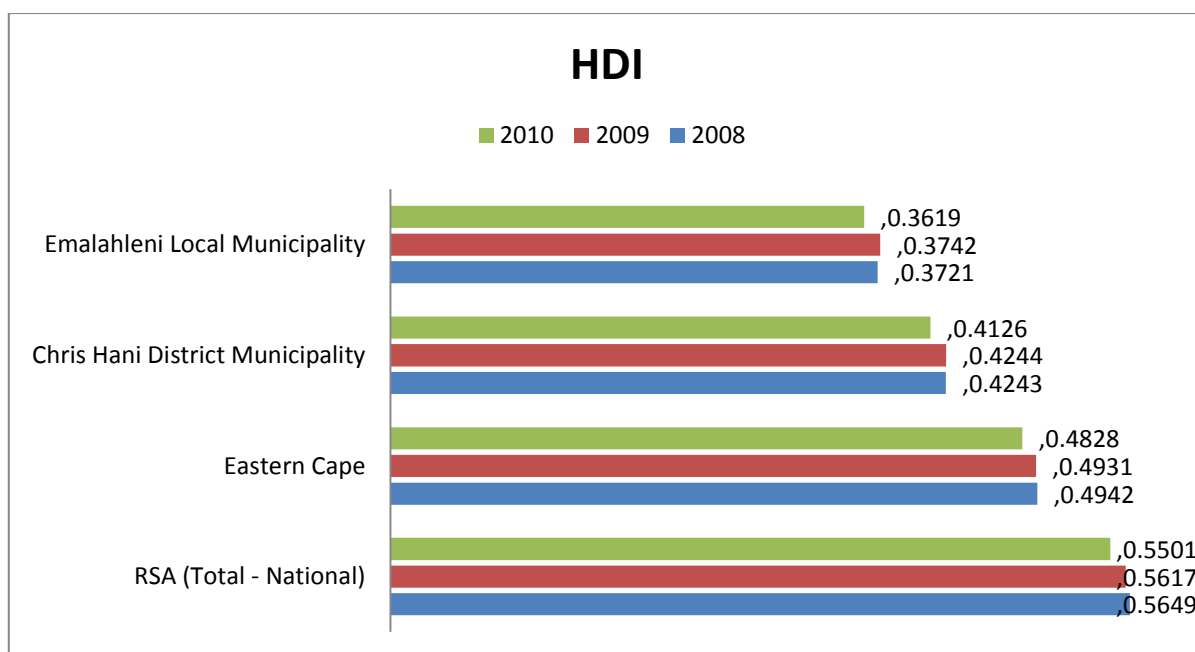
Source: Statistics SA 2011



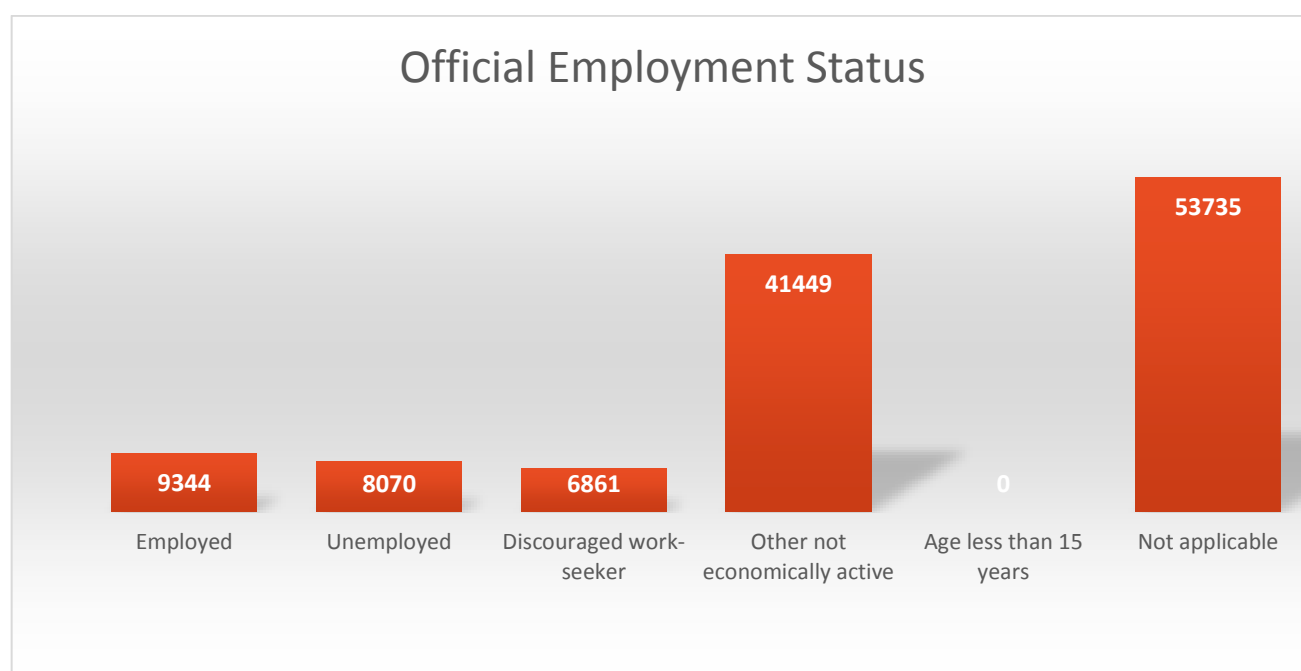
2.3.3. Human Development Index (2008 – 2010)

The Human Development Index at Emalahleni Local Municipality is at Medium level on the following areas:

- Life expectancy at birth
- Educational Attainment
- Standard of living measured by real per capita income measured at purchasing power parity



2.4. EMPLOYMENT IN ELM



Sources: Statistics SA, 2011

The current employment statistics of the municipal area released by Stats SA on quarterly basis is as follows:

Person weighted	
Employed	9345
Unemployed	8070
Total	17415
% of Person weighted	
Employed	53.7

Unemployed
Total

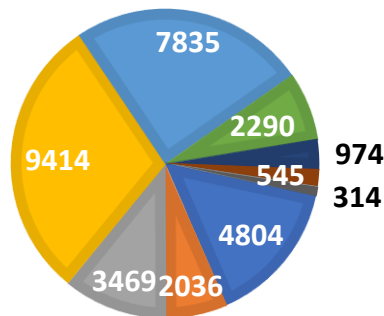
46.3
100.0

This situation means that people are either dependent on informal sector; have their own businesses and or coops or unemployed at all and that will have a knock on effect on socio – economy of the area.

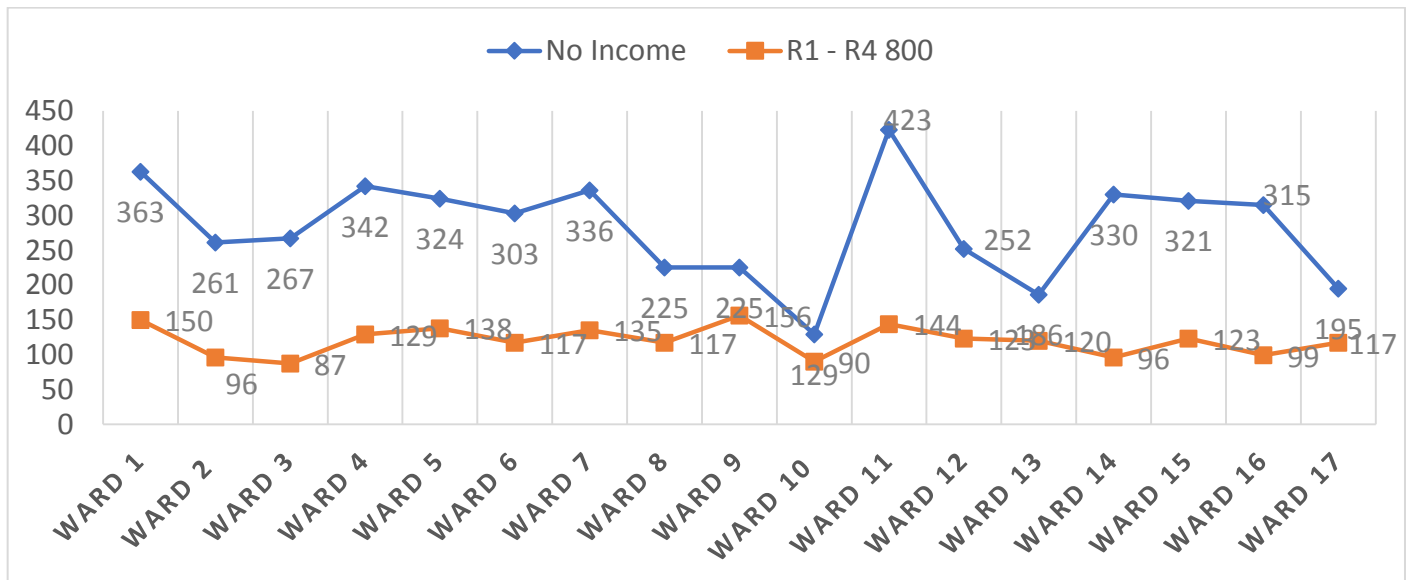
The GDP of Emalahleni has been anchored by the wholesale and retail sector which has contributed a higher percentage in terms of Real Money. The wholesale and retail sector has contributed about 80% to the Gross Domestic Product and has seen a steady growth for the past three financial years (2008, 2009 and 2010).

ANNUAL HOUSEHOLD INCOME - 31 681

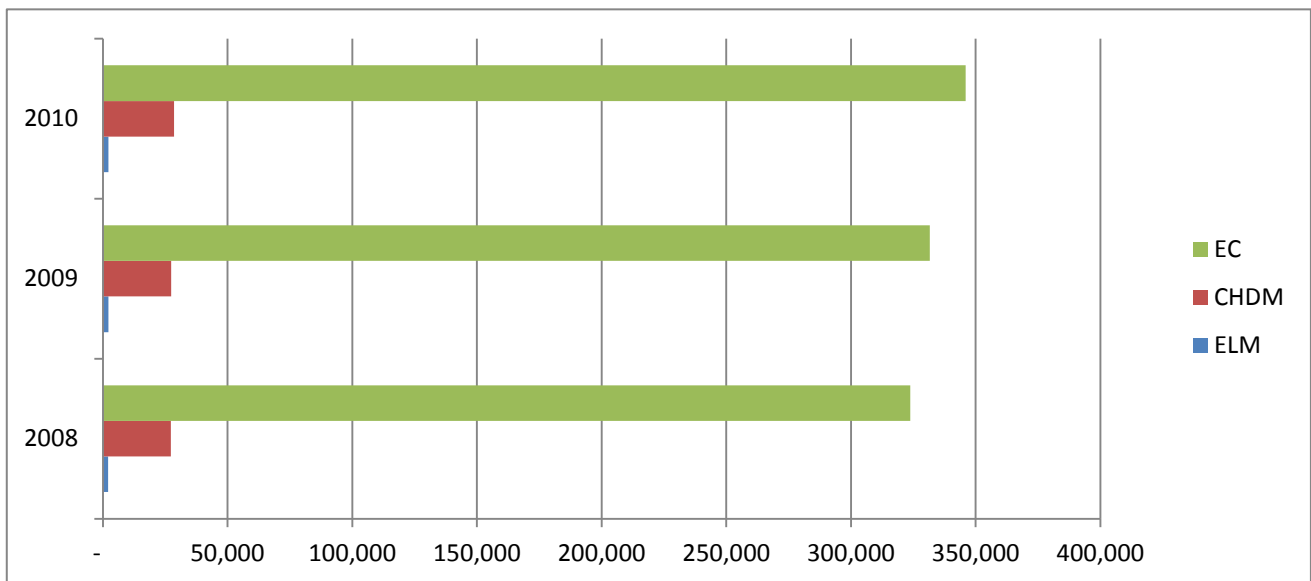
■ No Income ■ R1 - R4800 ■ R4801 - R9600



Households below with no income and income below R4 800

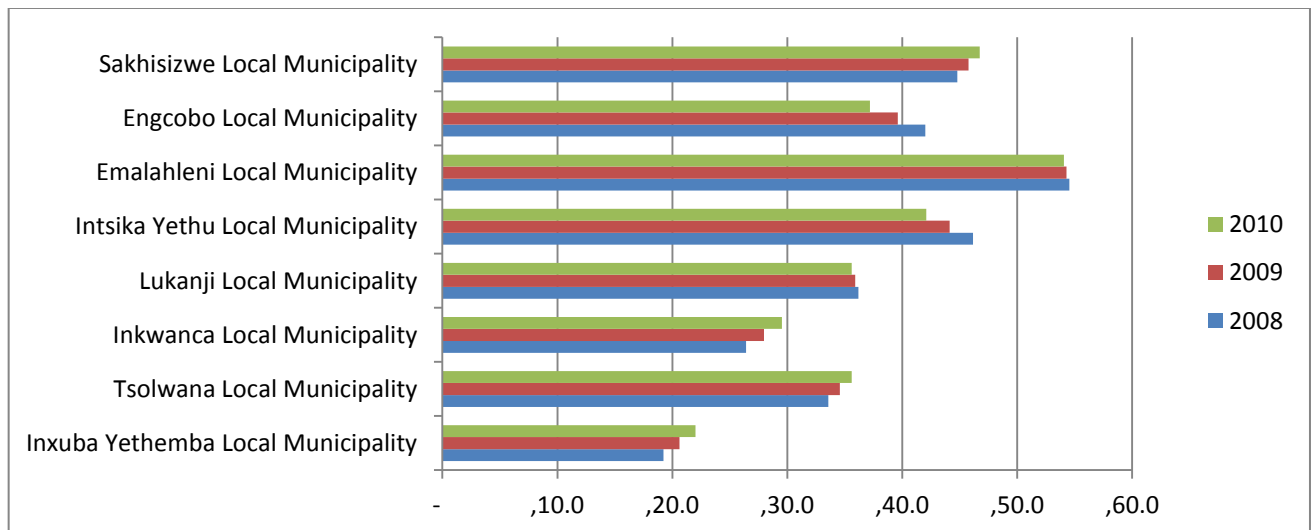


2.4.1. INFORMAL SECTOR



In as far as it relates to the informal sector, Emalahleni is still making no progress for the past three years (2008 – 2010).

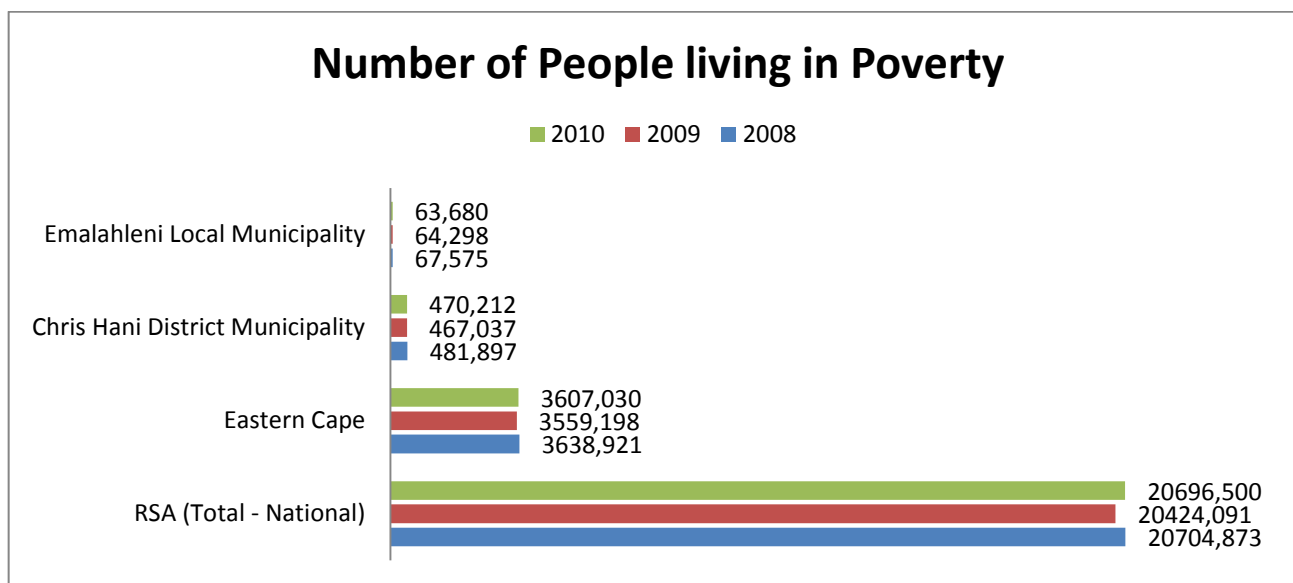
2.4.2. UNEMPLOYMENT RATE



In the district, Emalahleni Local Municipality, is leading in as far as the unemployment rate is concerned and this has been the case since 2008 – 2010. There is a lot that needs to be done in terms of job creation.

According to data released by Statistics South Africa for the Year 2007, 2008 and 2009 indicates that the economy of Emalahleni has been shedding jobs except for the wholesale & retail sector which maintained a low but steady growth in terms of employment figures.

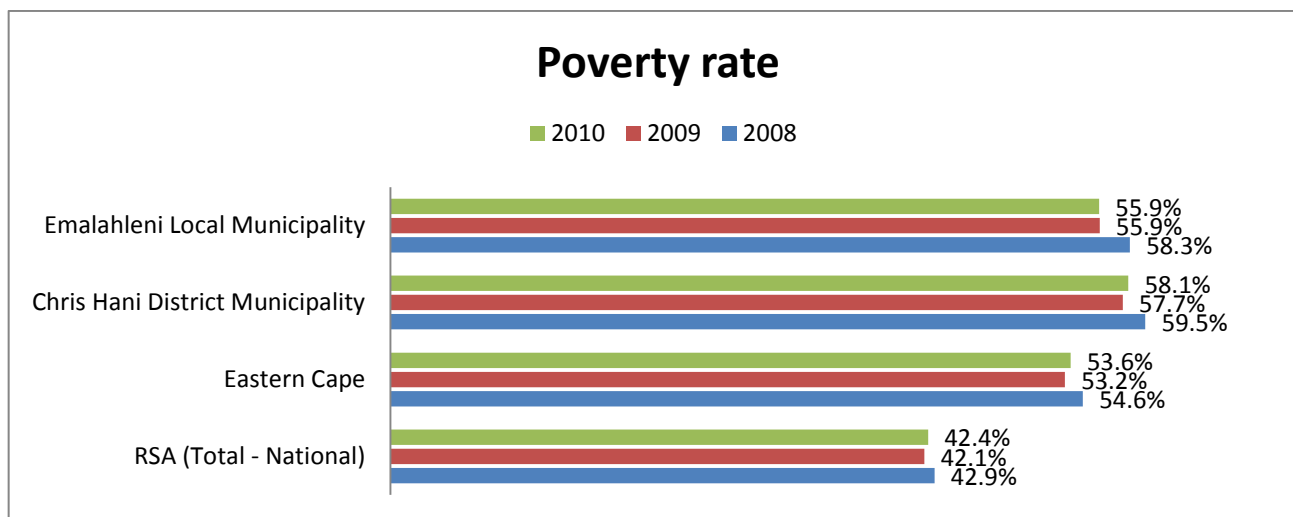
2.4.3. POVERTY



There has been a slow decrease in a number of people living in poverty from 67,575 to 63,680 since 2008 – 2010. This might be due to number of government interventions in terms of social grants, or people leaving the area for greener pastures.

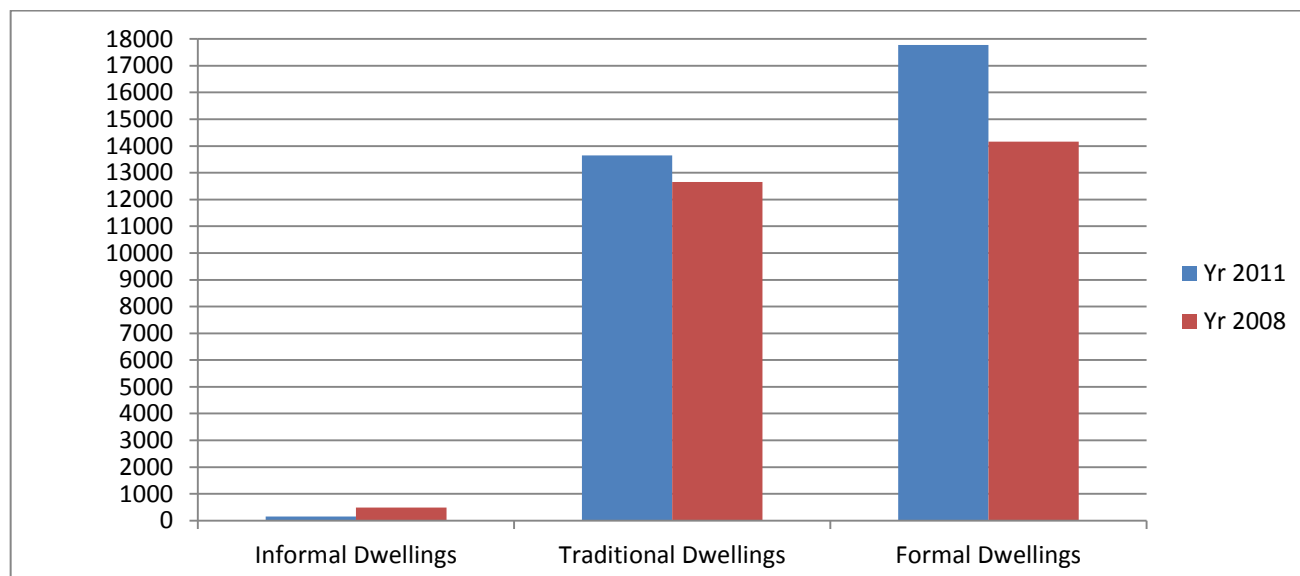
Due to the snail pace in which poverty is decreased, Government in general and Emalahleni Local Municipality in particular, need to introduce aggressive measures that will seek to accelerate the pace of poverty eradication and such can be encapsulated in LED strategy and other relevant strategies.

2.4.4. POVERTY RATE (2008 – 2010)



2.4.5. HUMAN SETTLEMENTS

1.2 THE GRAPH BELOW SHOWS THAT MOST OF THE HOUSES IN THE MUNICIPALITY ARE THOSE MADE OF BRICKS AND TRADITIONAL HOUSES, IT ALSO SHOWS A SLOW INCREASE FROM 2008 OF BRICK AND TRADITIONAL HOUSES. THERE IS A VERY MINIMUM NUMBER OF INFORMAL SETTLEMENTS AND THE NUMBERS ARE SHOWING A SLOW DECLINE SINCE 2008 AND THIS CAN BE ATTRIBUTED TO THE INCREASE IN BRICK AND TRADITIONAL STRUCTURES.



2.5. STATUS QUO OF THE LOCAL ECONOMY AT EMALAHLENI

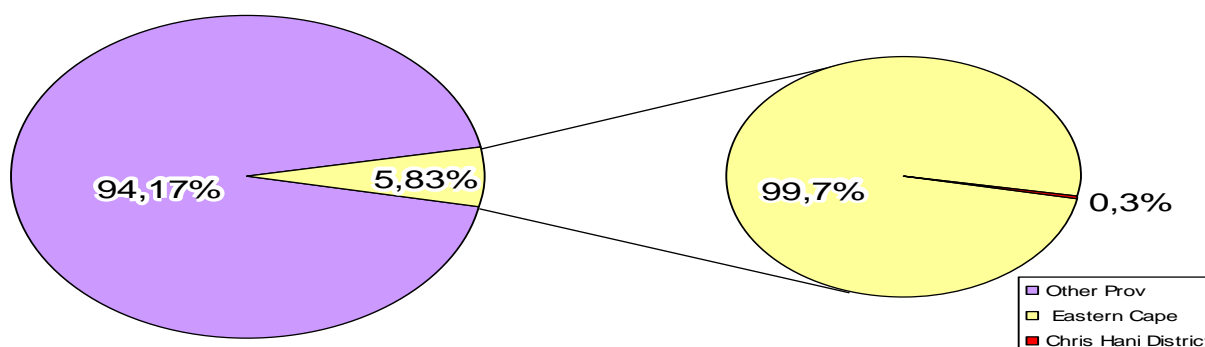
2.5.1. ECONOMIC PROFILE

2.5.2. EMALAHLENI'S CONTRIBUTION TO THE NATIONAL ECONOMY

The strength of a country's economy can be measured by analysing a few key indicators. These include:

- Imports and Exports
- Economic Output
- Contribution to Gross Value Added (Tax)

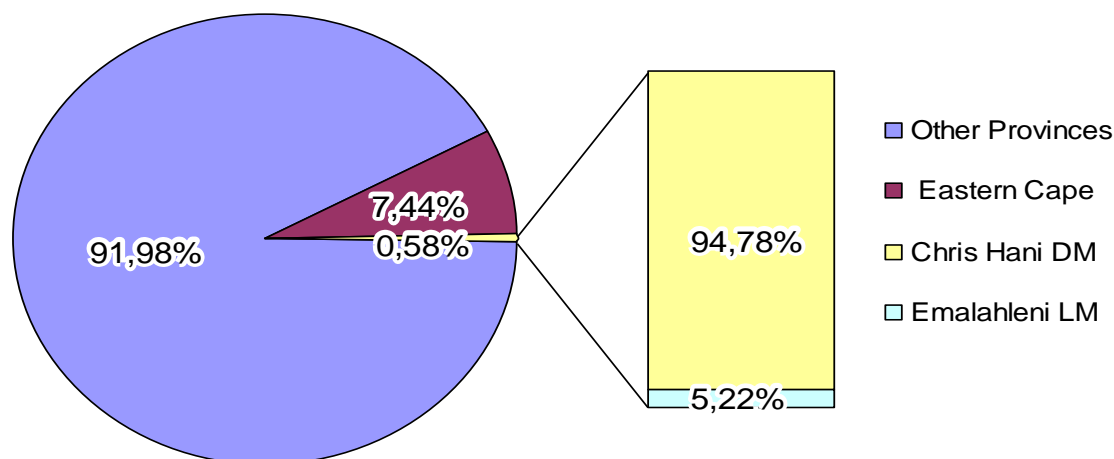
2.5.2.1. Imports and Exports



The total value of goods imported by South Africa in 2008 was R721 Billion. The Eastern Cape imported 5.83% of those goods, valued at R42 Billion. The Whole of Chris Hani DM

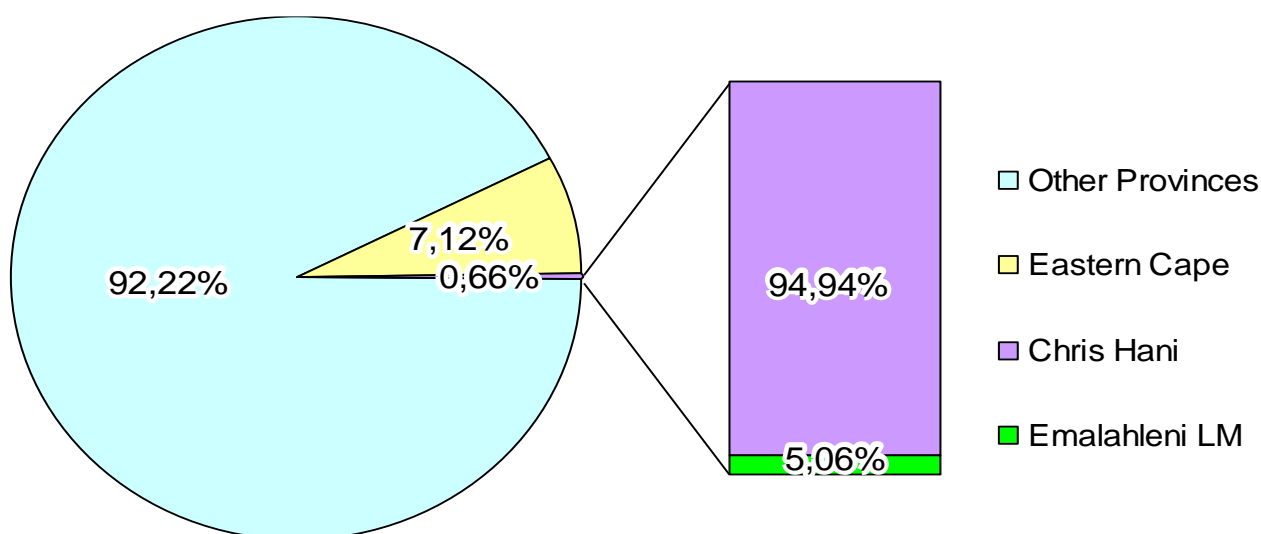
only imported goods to the value of R130 745 968, which is 8, 3 % of the total. South Africa exported goods to the value of R636 Billion in 2008, the contribution from Chris Hani as a district was 0,056%

2.5.2.2. Economic Output



The economic output of total production for 2008 was R2, 752,117m. The Eastern Cape contributed 8% valued at R220, 734m. Emalahleni LM contributed 5, 2% to Chris Hani DM, which in turn contributed 0, 58% that of the National output.

2.5.2.3. Contribution to VAT



The total for General Value Added Tax for 2008 in South Africa was R1, 159,313m. The Eastern Cape contributed 7, 78% valued at R90, 162m. Emalahleni LM contributed 14,45% to Chris Hani DM, which contributed 6,486m, which is 0,66% that of the National figure.

2.6. Gross Value Added

The sector contribution of each individual producer, industry or sector to the economy is measured through Gross Value Added (GVA). Gross Value Added (GVA) by Region is the GVA for a specific geographic area. The link between GVA and GDP can be defined as GVA plus taxes on products less subsidies on products equals GDP ($GVA = GDP - \text{taxes on products} + \text{subsidies on products}$).

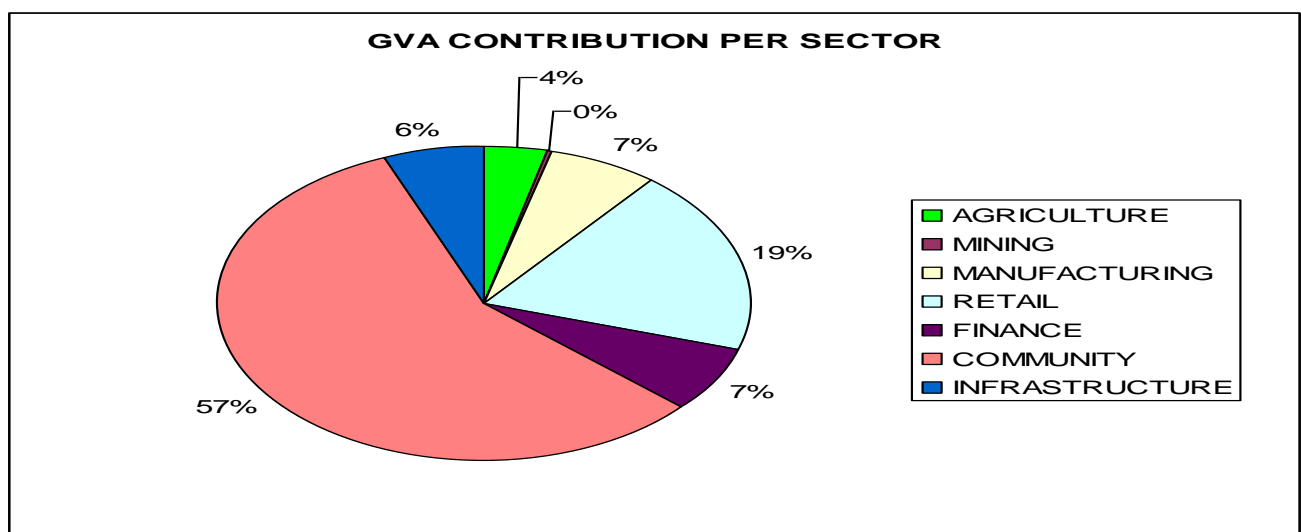
This is the value of the total economic contribution of each sector as listed in the legend below. Clearly the towns of Lady Frere, Dordrecht and Indwe are the major contributors as indicated by the size of their charts.

The Community and Social Sector is the greatest contributor to Emalahleni's GVA. This sector contributes to more than half the Municipalities GVA. This highlights the lack of diversity in the economy.

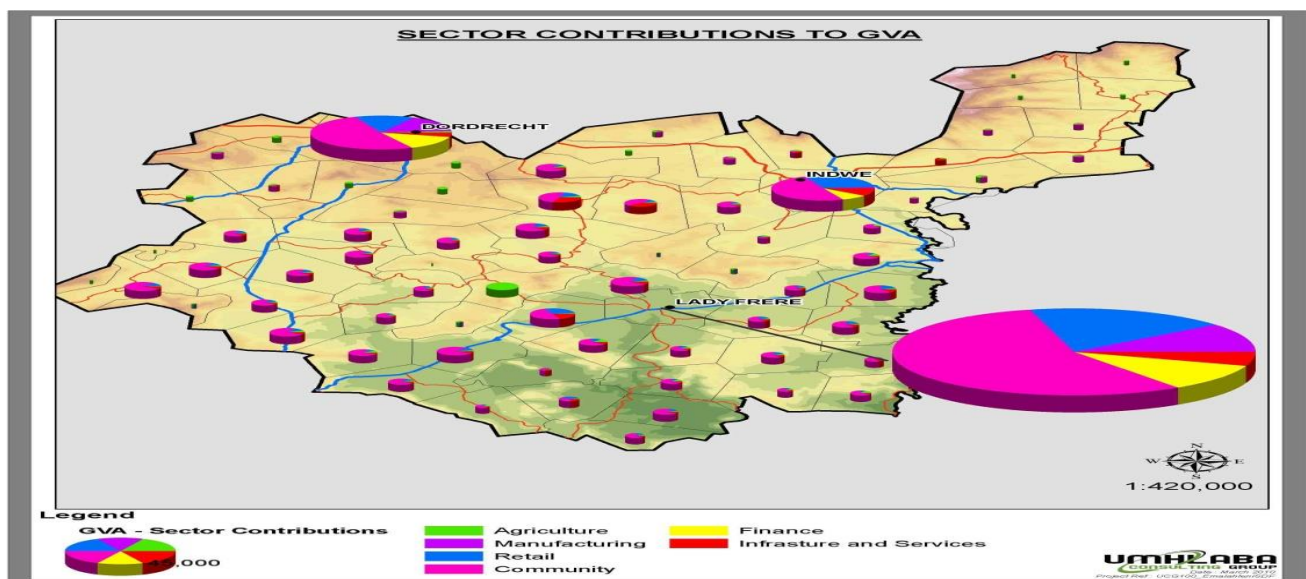
The primary sectors of agriculture and mining contribute to less than 5% of the formal economy. There are opportunities for these sectors to grow.

Lady Frere is the hub of the retail, commercial and manufacturing sectors in the Municipality. The town contributes to more than half the Municipalities GVA. This highlights the importance of developing and maintaining infrastructure and links to the town

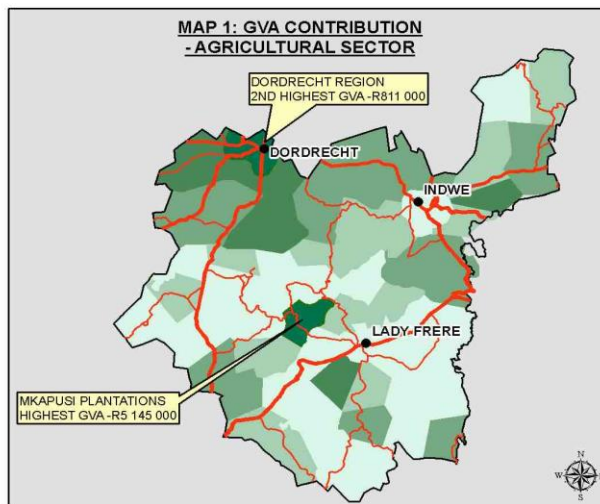
a) CONTRIBUTION PER SECTOR TO THE EMALAHLENI LM



Geographic Distribution of GVA per Sector (as a %)

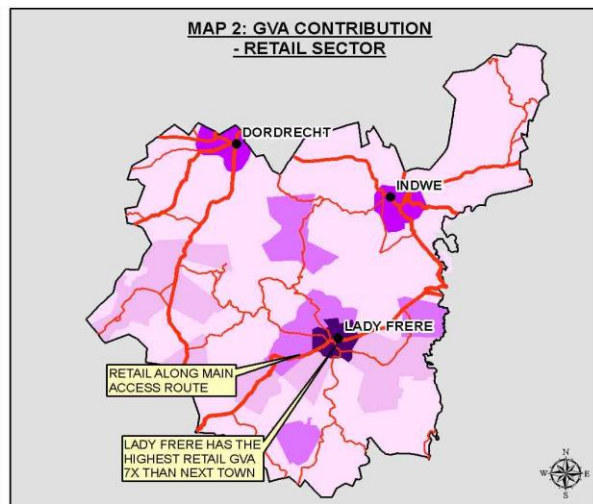


AREA	AGR	MINING	MANU.	RETAIL	FINANCE	COMM	INFRA.	TOTAL GVA
LADY FRERE	0	100	76	62	73	56	37	56
DORDRECHT	3	0	23	10	19	10	6	11
INDWE	0	0	1	10	7	5	9	6
REST OF LM	97	0	0	18	0	29	48	27



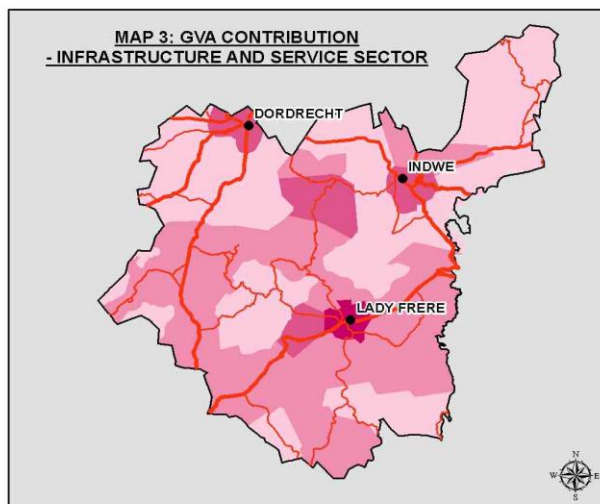
Legend

AGRICULTURE GVA CONTRIBUTION	
RANDS ('000)	
34 - 200	301 - 500
201 - 300	501 - 800
	801 - 5200



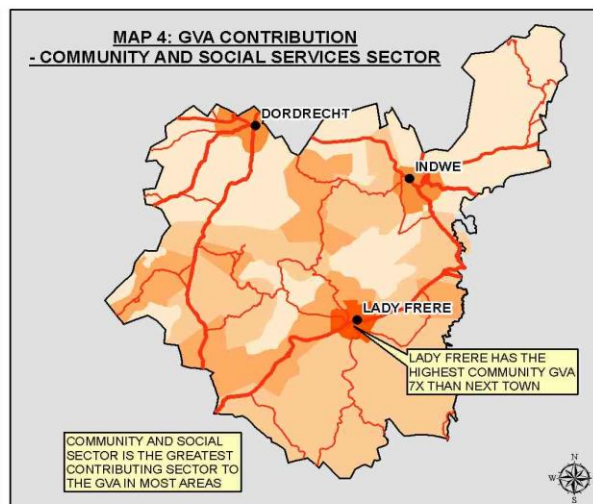
Legend

RETAIL GVA CONTRIBUTION	
RANDS ('000)	
0 - 500	801 - 10000
501 - 800	10001 - 14001
	14002 - 75500



Legend

INFRASTRUCTURE AND SERVICES GVA	
RANDS ('000)	
0 - 200	201 - 1700
	1701 - 3700
	3701 - 14740

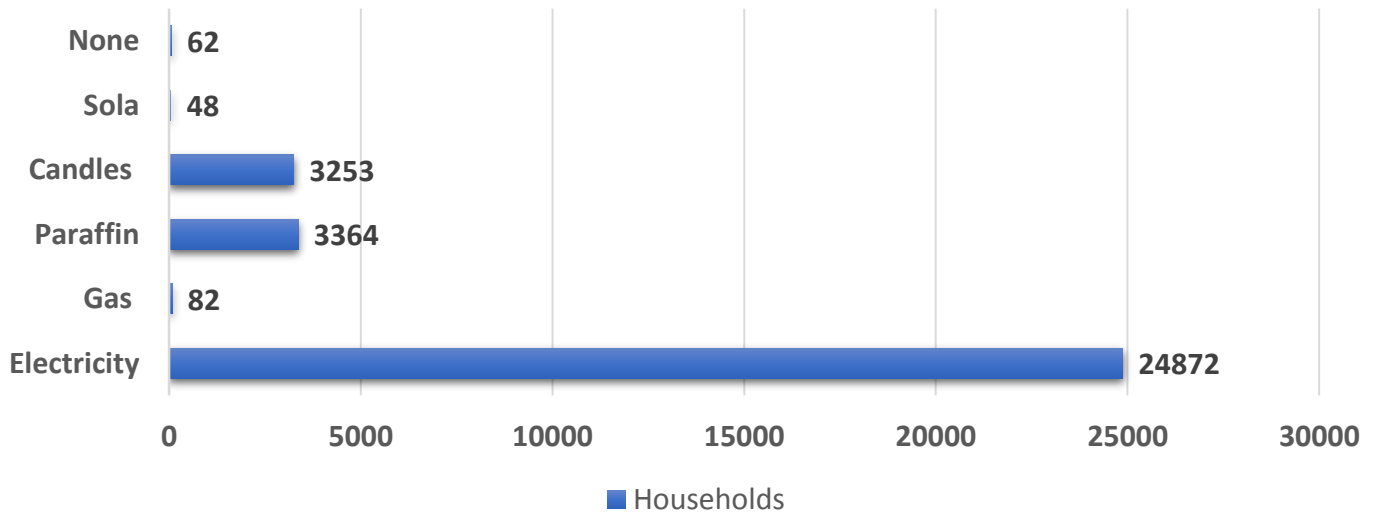


Legend

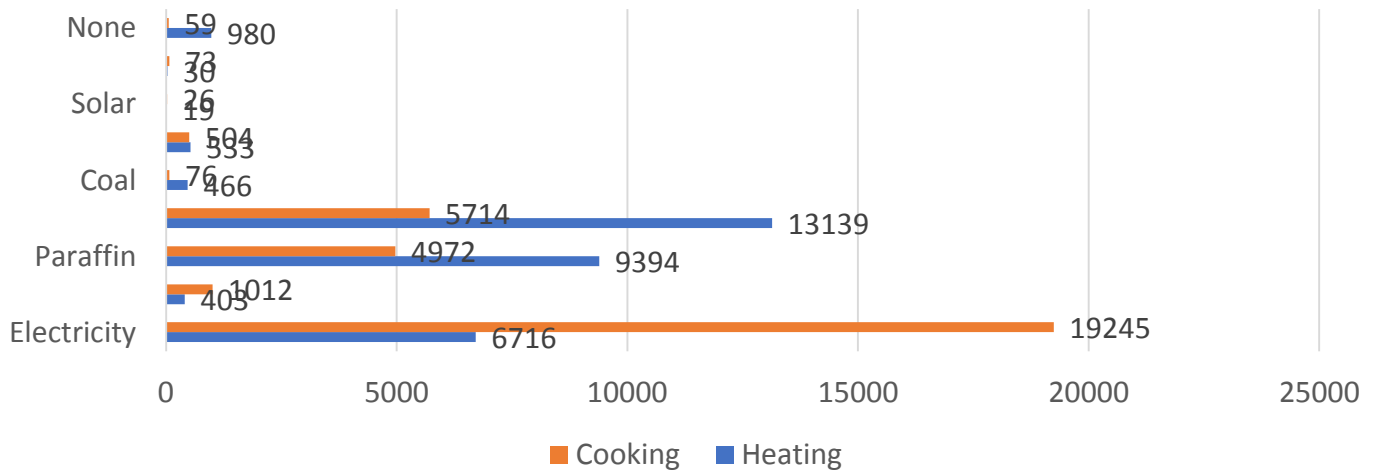
COMMUNITY AND SOCIAL SERVICES GVA	
RANDS ('000)	
0 - 500	3001 - 8000
501 - 3000	8001 - 37000
	37001 - 204375

Source: CSIR - Geospatial Analysis Platform* and NSDP Spatial Profiles

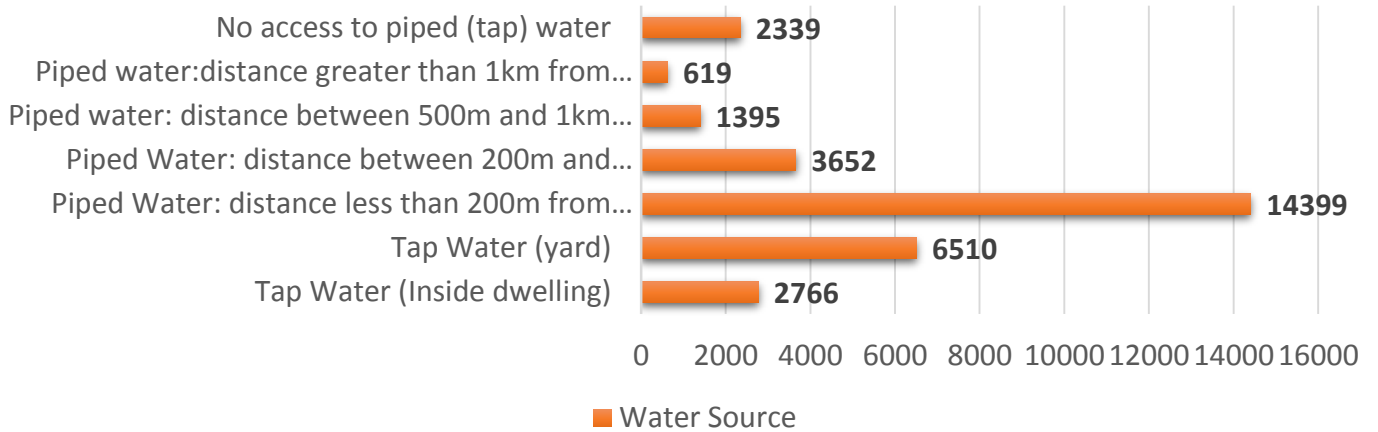
Lighting per Household



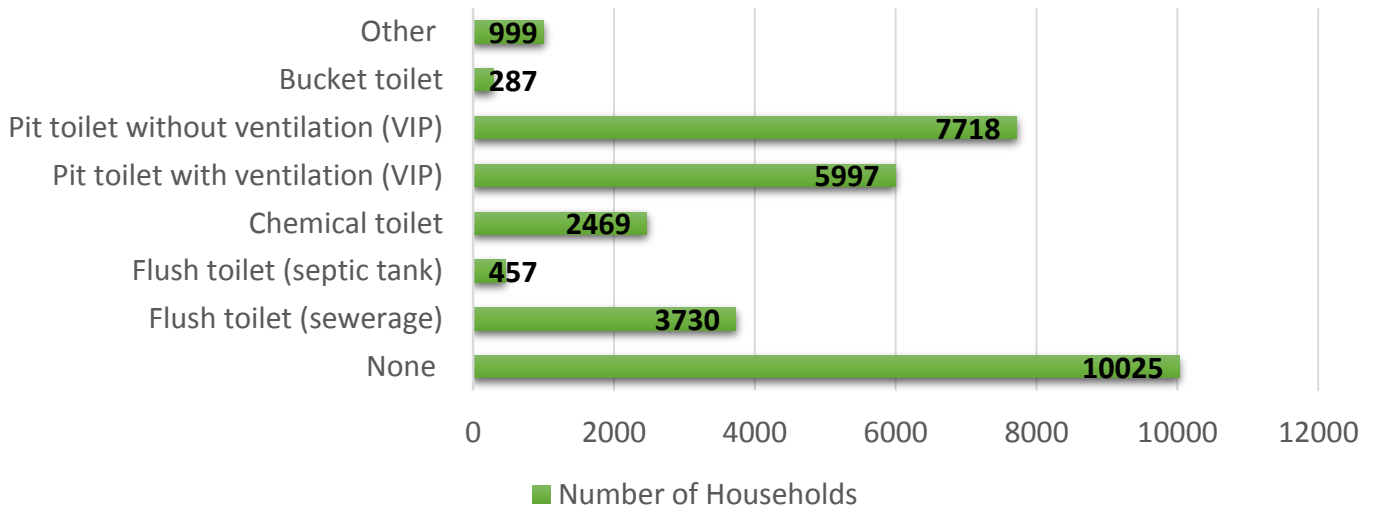
Energy for Cooking Heating Per Household



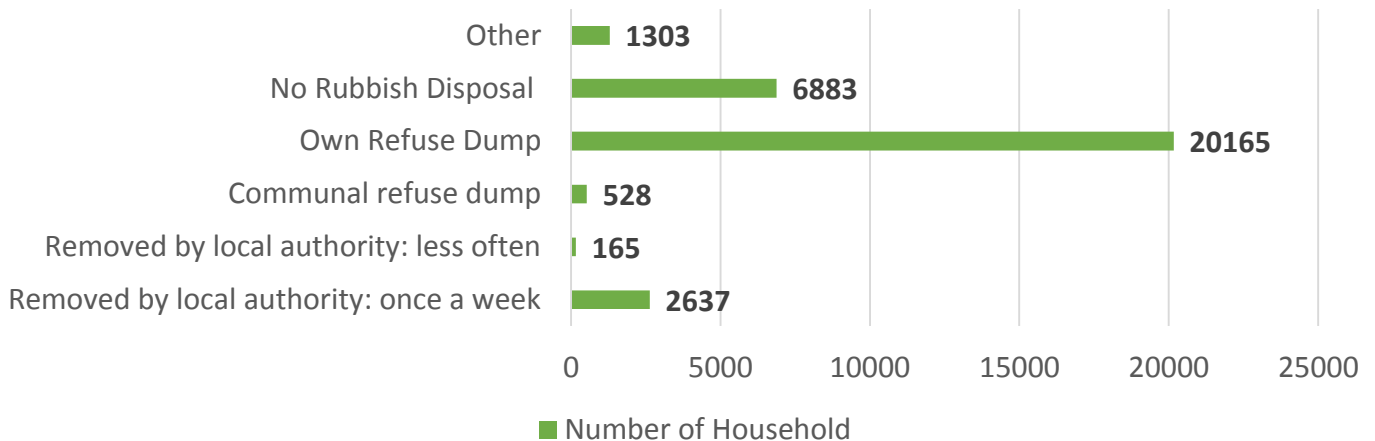
Water Sources per Household



Sanitation Facilities per Household



Refuse Disposal Per Household



2.7. EMALAHLENI ECONOMIC OVERVIEW

Economics-Profile Implications:

- *On both a District and National scale, Emalahleni's contribution to the economy is small. Emalahleni contributes less than 1% to the National GVA.*
- *The Lady Frere is the hub of economic activities in the Municipality.*
- *In spite of its contribution to GVA, the community services sector is not an economic growth sector. This is due to the fact that the products that drive this sector are not tradeable and therefore do not result in increased economic output. As a result, they are unlikely to attract investment and by implication, cannot be relied upon to impact on unemployment.*

2.7.1. ECONOMIC SECTOR ANALYSIS

Local Economic Development

In line with the requirements of Sections 152 (1) (c) and 153 of the Constitution of the Republic of South Africa, 1996; municipalities have a constitutional obligation to promote social and economic development within the municipal area. The Council has structured its Council committees according to local government key performance areas which as well consist of local economic development. A directorate for economic development, tourism and agriculture was established and is responsible for execution of economic development plans.

In 2010, the municipality developed and approved a 5 year local economic development strategy to provide a strategic guidance on issues of economic development, and as well align district, provincial and national economic development plans. The 2015/2016 financial year is last year of the implementation plan in the current LED Strategy. The strategy warrants a review and/or development of a new strategy which will talk to the 2016/2021 financial years, and is under review.

The municipality has a fully-fledged directorate which is responsible for the implementation of the LED programmes and projects. The main focus areas of the directorate are agricultural development, mining, tourism, SMME's (small medium micro enterprise) development, heritage management and agro-processing.

The municipality has a functional LED Forum for purposes of consultation and engagement with LED stakeholders on LED matters. The LED Forum has two categories; the government [Department of Economic Development, Environmental Affairs and Tourism (DEDEAT), Chris Hani District Municipality(CHDM), Department of Rural Development and Agrarian Reform (DRDAR), Department of Rural Development and Land Reform (DRDLR), Chris Hani Development Agency (CHDA), Chris Hani Cooperative Development Centre (CHCDC), Eastern Cape Rural Development Agency (ECRDA), Eastern Cape Development Corporation (ECDC), Eastern Cape Parks and Tourism Agency (ECPTA), Department of Trade and Industry (DTI), Department of Social Development (DSD)] and communal business entities (brick-makers, agricultural primary cooperatives and secondary cooperative, caterers, crafters, contractors, hawkers and B&B owners. The forum meetings are held on a quarterly basis.

The economy of the municipality is made of the following sectors:

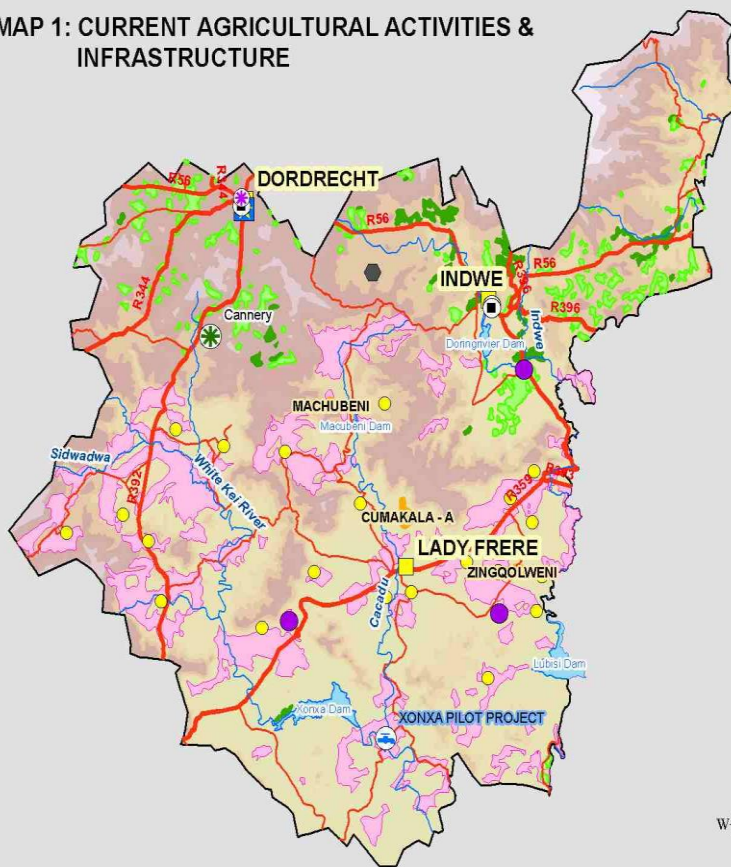
(a) Agriculture

Agriculture is made up of two primary production components which are as follows:

Livestock and Wool Production	<p>Scientific research conducted by the Agricultural Research Council (ARC) in 2005, has revealed that the municipal area has got sweet veldts, that on its own is showing that this area is rich in livestock production despite climatic conditions, as the area is dry in nature. According to the department of Agriculture, in the 2015 season the municipal area had at the least 270 000 to 300 000 sheep per year, 75 000 to 100 000 goats and 36 000 to 40 000 cattle. This excludes commercial farmers, as they are not serviced by the department of Agriculture.</p> <p>The municipality is in a process to improve the cattle breed in the municipal area by introducing Nguni bulls which are an African breed that is resilient to prevailing climatic conditions. The municipality is adding value on livestock production by putting in place necessary infrastructure in a form of dipping tanks for health purposes and stock pen sales for marketing purposes. It further puts in place measures to reduce stock theft in the area by introducing livestock branding programme. The Act which is regulating Livestock Branding is Livestock Branding Act No 6 of 2002.</p> <p>The municipality has the following infrastructure:</p> <ul style="list-style-type: none"> • Animal health infrastructure: dipping tanks more than 100. Most of these structures were constructed in the 1980's and are in a bad condition which requires renovations. The municipality is in a process of completing 10 dipping tanks which were started by the Chris Hani District Municipality before 2002. <p>Since 2000, the DRDAR has been supplying the communal farmers with free dipping medication to prevent external parasites in livestock.</p> <ul style="list-style-type: none"> • Stock auction infrastructure: the municipality has 11 stock pens which are still in good condition which is utilized for stock auction in the communal space of the municipal area. • Wool Production infrastructure: the municipality has 74 shearing sheds for wool production; 40% of them are in a bad condition and 60%are in a good
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	<p>condition. The municipality has a huge backlog in shearing sheds and its suitable equipment. For the municipality to reach its maximum potential on wool production, a minimum of 100 shearing sheds is still required.</p> <p>Battering system has been introduced to improve the wool production quality in the case of sheep. The challenge that is facing battering system is that some communal farmers are not cooperating to the requirements of the system.</p>
Crop Production	<p>Scientific research conducted by the Agricultural Research Council (ARC) in 2005, revealed that due to the prevailing climatic conditions in the municipal area is now suitable for Sorghum Production and all value addition efforts must go towards that direction. The municipality has set a target to plough more than 1 000 hectares from 2014 that is incremental to 35 000 hectares in 2020. The Act which is regulating this is Agricultural Development Act No 52 of 1960. IDA is the area that produces maize in large quantities because of climatic conditions in that region.</p> <p>The municipality is battling with fencing as the fence is easily damaged and stolen. Currently, fencing is provided to organised communal producers located in 08 different wards; and the programme to educate communities on how fencing is provided is still ongoing.</p> <p>The municipality has a programme of reviving small scale irrigation schemes with the intention to produce crop throughout the year.</p>
Agro-Processing	<p>The municipality has facilitated the establishment of a milling plant owned by Ibuyambo secondary cooperative which is made up of six primary cooperatives. Its objective is to add value to grain produce for purposes of marketing.</p>

MAP 1: CURRENT AGRICULTURAL ACTIVITIES & INFRASTRUCTURE



Legend

Rivers

Dams

CURRENT AGRIC. INFRAST.

silos

Irrigation Scheme

co op

abattoirs

auctioneer

agricultural offices

processings plant

sheep sheds

Ruliv Wool Projects

Shearing Tents

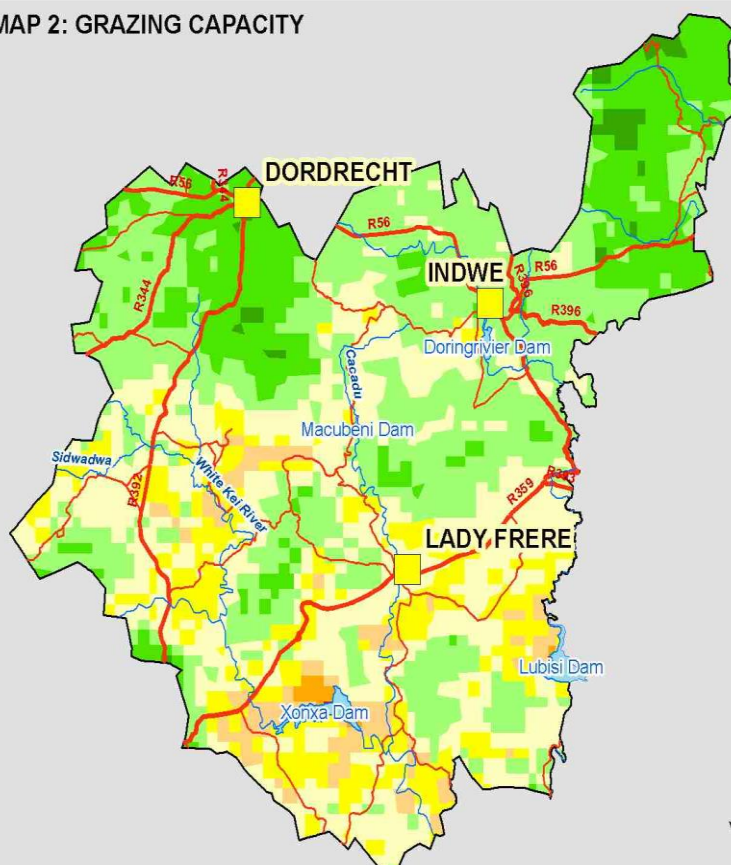
CURRENT LAND COVER

Cultivated: commercial dryland

Cultivated: commercial irrigated

Cultivated: subsistence dryland

MAP 2: GRAZING CAPACITY



Legend

Rivers

Dams

GRAZING CAPACITY

Hectares/ LSU

2-4

4-6

6-9

9-12

12-15

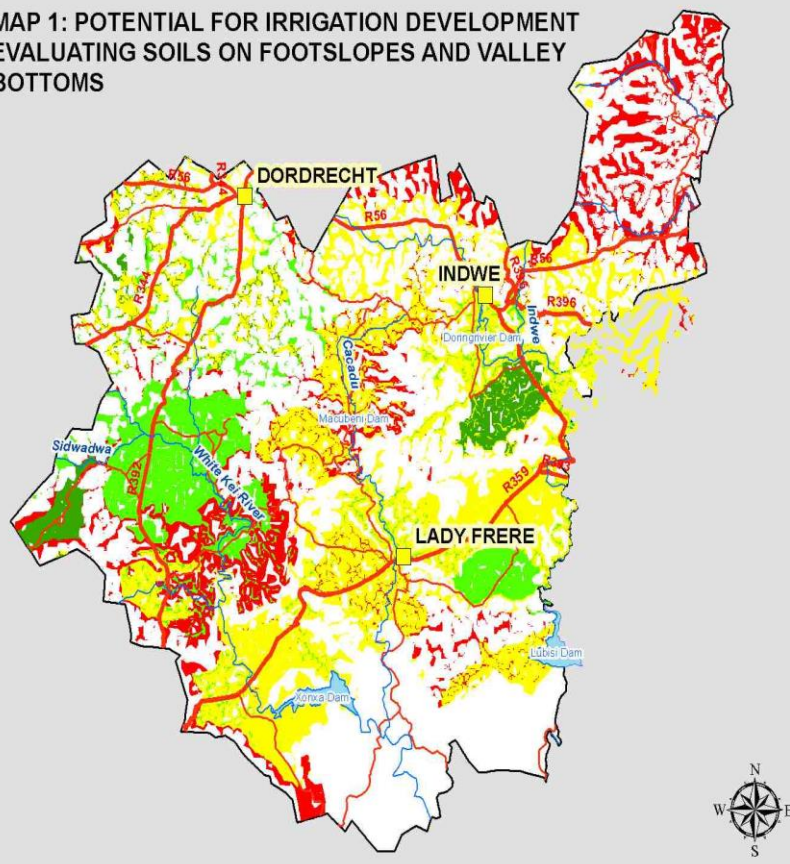
15-20

20-30

30-40

40-60

**MAP 1: POTENTIAL FOR IRRIGATION DEVELOPMENT
EVALUATING SOILS ON FOOTSLOPES AND VALLEY
BOTTOMS**



Legend

Rivers

Dams

Soil Potential for Irrigation

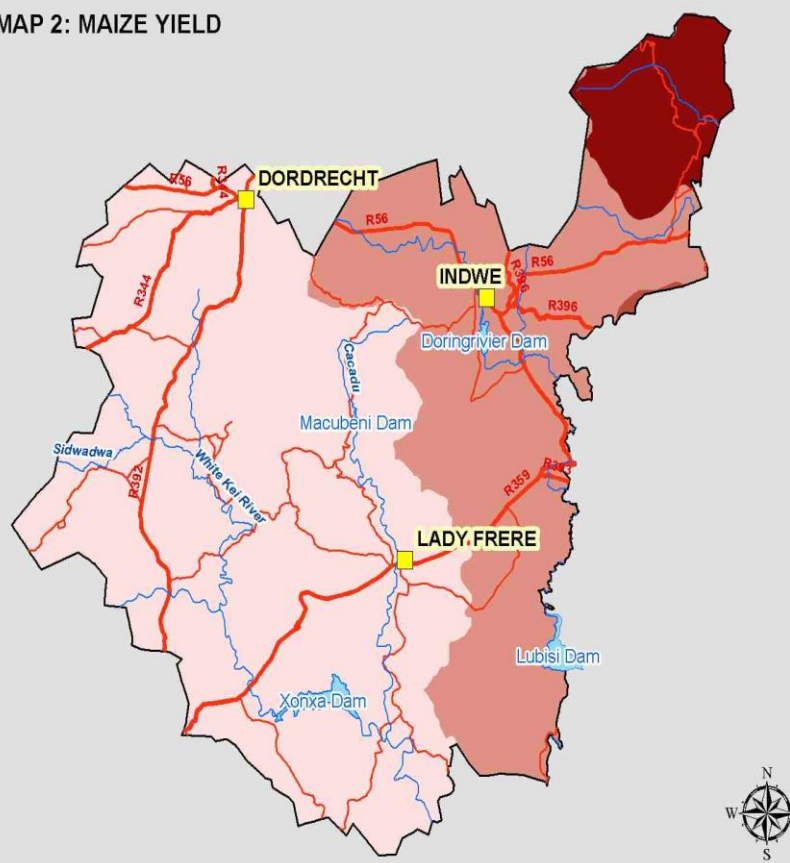
Dominantly highly suitable

Dominantly suitable

Dominantly marginal suitable

Dominantly unsuitable

MAP 2: MAIZE YIELD



Legend

Rivers

Dams

MAIZE

Tons/ HA

2.48 - 2.99

3.00 - 3.50

3.51 - 4.01

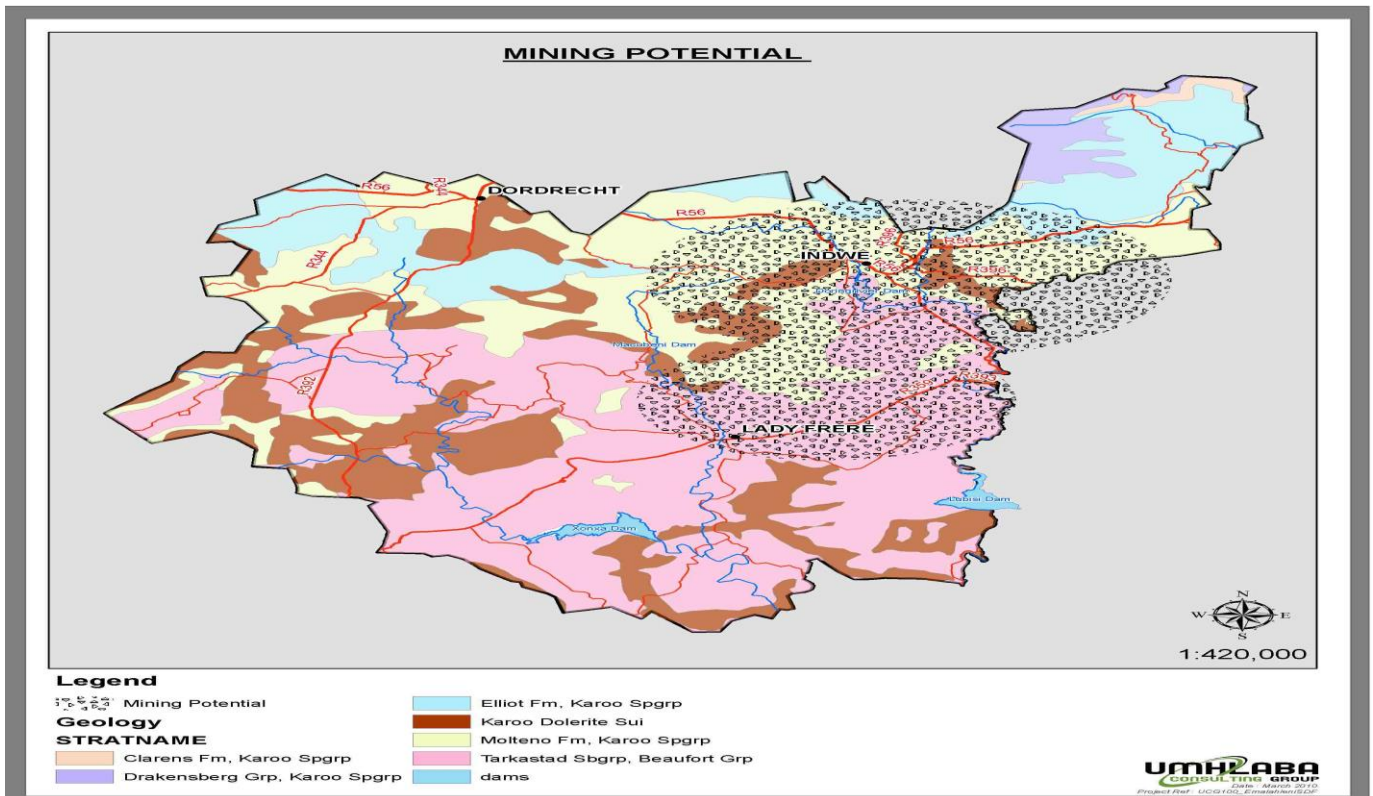
4.02 - 4.52

(b) Mining

Coal Mine

The Municipality has got coal reserve on its northeast part (Indwe, Guba A/A, Machubeni A/A and Mhlanga A/A) which is covering more than 10 000 hectares. The mining of this coal mineral is anticipated to have the life span of more than 30 years. The discovery of coal mineral took place 100 years ago at Strekstroom and Guba hoek. In the case of Emalahleni Local Municipality, the mining operation was taking place in Guba Hoek area but due to the quality of the coal which is low when it is compared with the coal mineral in Mpumalanga Province, the Emalahleni coal mine was abandoned.

In 2006, an attempt was made by Elitheni coal mine, a company which is based in Port Elizabeth; to reopen the mine. After all the required processes were followed, mining permit and mining license were granted by the Department of Mineral Resource to Elitheni Coal Mine. The mine operated in 2012, for a period of one and a half years and had to close down operations due to technical and financial capacity to date. The municipality has engaged relevant national government ministries to assist the municipality lobby for other investors to operate the mine.



Sand Mining

Small-scale excavation mining is occurring near local rivers with ad hoc mining of sand for building and brick making purposes by individuals and/or operators without permit. The lack of regulation of this activity poses an environmental threat. There is a great need for the Municipality, with the assistance of DEDEAT and DME, to develop a functional by-law to regulate and manage this activity to protect the environment from damage. There are a few companies that have obtained a mining permit based on an agreement with the affected communities.

Clay Brick-makers

The municipality is in a process of exploring potential growth out of those small scale mining activities through supporting brick makers from Indwe and Dordrecht to supply their bricks as a material in housing projects. There are efforts that need to be concerted in order to play a meaningful economic role in sand mining. The Act which is regulating mining is Mining and Petroleum Development Act No 3 of 2002.

The municipality has engaged SABS for accreditation on the quality of local manufactured clay bricks as well as the department of mineral resource for formalising clay mining operations to assist brick-makers. The municipality is also providing business support in the form of production inputs and infrastructure to clay brick producers.

Quarrying

Indwe Quarries (IQ) known as Blue Grain Quarry is a start-up mining enterprise with aspirations of being a leading producer and supplier of building and construction aggregates within the Chris Hani, Alfred Nzo and Joe Gqabi Districts. The enterprise is venturing into the mining industry specifically to produce aggregates for both the construction and the building industries. IQ's primary focus is on supplying standard concrete stone products, crusher sand, specialised road stone and base course products, non-standard rock and crush products. In addition, IQ is investigating other products such as sand (building, river and plaster sand), ready-mix concrete, sabhunga, as well as bricks and blocks. With the business and quarry operations accessible enroute the R63 road between Indwe and Dordrecht; the location is therefore within close proximity to various government infrastructural developments in the former Transkei. There is a relatively high rate of property developments in the region which also provides an increasing rate of building material demand.

With the help of ECDC, Indwe Quarries conducted a feasibility study which showed favourable results and developed a business and implementation plan for the enterprise. Other notable milestones include obtaining a mining permit, water use licence and environmental management plan. The enterprise currently employs five staff members sourced from the local community and intends to increase this to twenty once it secures finance for capital and infrastructure requirements for operating a commercial quarry. The bed and breakfast enterprises are also indirect beneficiaries to this initiative, as mining has created high demand of accommodation. The enterprise is made of nine boards of directors, with whites (three members) and blacks (six members) represented in the IQ management, but there is currently no female representation.

(c) Tourism

The municipality is a mountainous area with waterfalls and rocks which are known as Glen Grey Waterfalls that are situated in Bhozwana Village.

Indwe has a Doring Dam which has a potential of water sport. Along the dam, there is a self-catering facility called Indwe Resort with 12 chalets and a dilapidated conference facility. The municipality is in the process of engaging an external provider to manage the facility and solicit funding for the improvement of the conference facility.

In Dordrecht area there are mountains that have hiking trails and also accommodation facility which is called Kloof conservancy and it is along Hossep dam that has broken due to natural disasters. The conservancy has three self-catering chalets each with two bedrooms.

In Lady Frere area, before Indwe River to Sakhisizwe municipality, the municipality has a cultural village known as Abathembu Calabash; that is offering accommodation to tourists and a conference facility. Along R396, 5kms before Nonesi neck to Lukhanji Municipality, there is Queen Nonesi cultural village that is still under construction, which will offer accommodation and a conference facility.

The municipality has facilitated an establishment of Local Tourism Organisation which is composed of three community based organisations (Lady Frere, Indwe and Dordrecht) for the purpose of interaction and consultation on tourism initiatives. There are 117 beds in the municipal area which are in the Bed and Breakfasts and cultural villages. The Act which is regulating this is Tourism Act No 3 of 2014.

The scope for the development of the Local tourism sector within the Municipal area is vast but is hampered by the level of infrastructure development.

The areas that have been identified with potential for tourism development include but are not limited to:

- Aqua sport linked to existing Dams (Xonxa & Lubisi)
- Cultural tourism linked to the Liberation and Heritage Route
- Craft produce
- Rock art promotion and beneficiation
- Museum – Dordrecht

There are areas where Bushmen paintings exist which have the potential to be developed into tourist attractions. The municipal area has cultural groups that are performing locally, nationally and internationally, selling authentic culture of Emalahleni. The cultural groups are located at Ngqoko, Mackay's neck, Tsembeyi and Dordrecht.

The municipality has an arts and craft center that has been established for purposes of manufacturing and marketing of bead work and Xhosa traditional attire to local and national tourists. The center is located along Indwe Road in Lady Frere town.

Tourism Routes

The area has been identified as having potential for a farm stay tourism route. The Ndondo Liberation Heritage Route follows the R356 through Lady Frere.

Site Name	Significance	Conservation Status	Management
Macubeni Coal Mine near Indwe	Washed out old coal mine showing early mining methods	Mine temporarily not operating	Department of Mineral Resources
Dams: Machubeni, Xonxa and Lubisi	Water Resources for Emalahleni, Ntsika Yethuand Lukhanji municipality residents	An aqua culture site being established	Department of Water and Sanitation
Fallen Heroes	LuvuyoLurome 1960 to 1986 QondaHoho 1956 to 1988 Queens Nonesi Tsotsi	Monuments have been built	Emalahleni LM
Glen Grey Falls near Lady Frere	A beautiful natural site	Water sample for feasibility study harvested in the area	Emalahleni LM
The Kloof near Dordrecht	Natural site with some unique flora	Degraded due to plundering for firewood	Emalahleni LM
Cacadu River at Lady Frere	Links most Ward	No planned projects for the current financial year	Emalahleni LM
Churches in Lady Frere	Two examples of 19 th Century Churches	Well looked after	Church
Anderson Museum at Dordrecht	Oldest museum	The museum is operating	Privately owned by Anderson trust
Victorian Buildings at Dordrecht	Architectural example	Building properly maintained	Municipality / Private
Burgher Statue at Dordrecht		The statue is still in existence	Privately managed
San Rock Art at Dordrecht	Ancient art	Well kept	Private
Methodist Church at Dordrecht	Architectural example	Properly maintained	Church

Abathembu Calabash and	To restore Abathembu tradition	Well looked after	NkosiNgangomhlaba development trust
Doring river Dam at Indwe	Leisure area	Could be better utilized	Department of Water and Sanitation

Source: Chris Hani State of Environment Report

2) Liberation Route

Emalahleni is part of the Ndondo route which lies between Queenstown via R396 to Elliot and has the following sites, amongst others that form part of the history contributing to liberation in the area:

- Graves of Qonda Hoho and Luvuyo Lerumo
- Maqhashu Village
- Queen Nonesi
- Wycliffe Tsotsi Law Offices

3) Graves of Qonda Hoho and Luvuyo Lerumo

The student militancy generated by the Soweto uprising of 1976 led many students of Inkwanca High School in Queenstown to leave South Africa for military training. These included many rural youth who went to Inkwanca to complete their high school education. Two such were Qonda Hoho (1956-1988) and Luvuyo Lerumo (1960-1986) of Qoqondala who left at different times in the 1980s. Qonda trained as a teacher before leaving to join MK. Luvuyo escaped to Lesotho, and trained in Zambia, Angola and East Germany.

They infiltrated South Africa on mission so secret that even their families did not know of their whereabouts. Luvuyo died in a fire-light between Fort Jackson and Breidbach. Qonda was betrayed by an informer and shot in Queenstown. Their burials were conducted in the presence of Hippo vehicles and strong security presence, allowing the attendance of only their family members.

4) Maqhashu Village

The Old district of Glen Grey, commonly known as Lady Frere, was part of the old Cape Colony, from which it became part of Ciskei. But in the 1970s, the apartheid authorities were concerned to persuade Chief KD Matanzima to take homeland independence for Transkei. As an inducement, he was offered the district of Glen Grey and Herschel. The people of Glen Grey voted against Transkei in a referendum but their wishes were ignored and they came under Matanzima's iron rule.

Opposition to Matanzima became linked to opposition to 'the Trust' also known as 'betterment' or 'rehabilitation'. The Trust forced people to abandon their traditional lifestyle and move into 'closer settlements', similar to urban township. People of Maqashu refused, and on a day in 1979, their homes were bulldozed and torched in broad daylight. Transkei army was everywhere rounding up their stock. Four residents- died in this forced removal, some beaten, others seemingly dying of shock. Thousands of Glen Grey residents left their homes and settled at Zweledinga in Lukhanji which was not then subject to Bantustan independence.

5) Queen Nonesi

Queen Nonesi, the daughter of King Faku of amaMpondo, was the Great Wife of King Ngubengcaka of abaThembu. Ngubengcaka died quite suddenly in 1830, leaving Queen Nonesi without any child

but she took Mtirara, Ngubengcukas son by another wife, into her house and raised him as the future King of Thembuland. Queen Nonesi and Mtirara settled at Rhodana about 1841, a move which put the abaThembu Great House on the frontline of defence against the colonial invaders. After the War of Mlanjeni (1850-3), all black residents of present day Lukhanji were expelled into present day Emalahleni, and came under Nonesi's protection.

Colonial land-hunger raised its head again in 1864 when the Colonial authorities tried to persuade the residents of Emalahleni to move to present day Intsika Yethu to free up land for white farms. Four chiefs moved, but Nonesi remained adamant. She was forcibly deported to her brother's place at Nyandeni where she died in about 1880. But by that time, she had saved the land of Emalahleni for black people.

6) Wycliffe Tsotsi Law Offices

WM Tsotsi (1914-2005) was President of the All Africa Convention from 1948 to 1958 (later known as the New Unity Movement) as well as a founder of the Cape African Teachers Association (CATA), but he is best remembered as a gifted lawyer and organiser of people at grassroots level, earning the jocular title of 'Chief of the Thembus'.

Trained as a teacher, he was the first principal of Freemantle High School but he left teaching in 1948 to do his legal articles in Port Elizabeth. His legal expertise was legendary, and distinguished by his shrewd use of procedural rules to win seemingly hopeless cases. From early on he became conscious that his chances of winning cases in a legal system where the magistrate and the prosecutor were both white were limited. He relied on provoking the racist establishment into blunders, then winning his cases on appeal.

Tsotsi's offices were built according to his own design on land which he owned, an unusual situation in Lady Frere, at the time solely owned by white residents. His rights to own land was indeed challenged, but Tsotsi was able to point to neighbouring plot used by a local white trader to accommodate his hunting dogs. Does this mean, Tsotsi asked, that dogs have more right in Lady Frere than black people? He won that case too.

Tsotsi's was often harassed by the police but they could not make any charge stick until 1960 he received reliable information that he was about to be arrested. He fled into exile, and eventually established a successful legal practise in Maseru where he died at the ripe age of 91.

(e) SMME Development

Broad Based Black Economic Empowerment (BBBEE) Act, 2013 (Act 46 of 2013), means the viable economic empowerment of all black people in particular women, workers, youth, people with disabilities and people living in the rural areas, through diverse but integrated socio-economic strategies that include, but are not limited to:

- (h)** Increase the number of black people that manage, own and control enterprises and productive assets
- (i)** Facilitating ownership and management of the enterprises and productive assets by communities, workers, cooperatives and other collective enterprises
- (j)** Human resource and skills development
- (k)** Achieving equitable representation in all occupational categories and levels in the work force
- (l)** Preferential procurement from enterprises that are owned and managed by black people and;
- (m)** Investment in enterprises that are owned or managed by black people

- (n) In responding to that Act the municipality identifies black owned Enterprises which are as follows: Taxi Operators within the municipality are the affiliates of Uncedo Taxi Association. In terms of infrastructure only Lady Frere unit that has got functional taxi rank Indwe and Dordrecht units are still outstanding. The taxi association is on the municipality database and their services are being utilised by the municipality and other government departments
- (o) Street traders: mostly dominated by black people they are affiliates of Hawkers Association. In terms of the infrastructure some of them have been provided with hawker stalls in all three towns.
- (p) Service providers (caterers and contractors), they are affiliates of Local Business Forum, they are in the municipality's database and their services are utilised. The municipality facilitates and provides the support through capacity building programmes.
- (q) Formal retailers- In the municipality most of retail space used to be occupied by the black people, but more than 95% to date have been leased out to foreign nationals and few big retailers like Spar, Kwik Save, Boxer, Cash Build, Build-It, furniture shops are occupied by White People. The challenge at hand is lack of capacity, creativity and innovation. Above all is non-cooperation among themselves as local black retailers to minimise operational costs.

An identified SMME receives support financially for the period of three years consecutively. This is to ensure the SMME is left in a good state for its sustainability. The municipality continues to support SMME even after completing financial cycle and the support provided is administratively. The aim of this kind of support is to oversight the operations, identify challenges and assist in mitigating those challenges with the aid of LED stakeholders.

(f) Forestry

Emalahleni area has got communal plantations in the area of Maqhashu, Hala No 1, Mount Arthur and Machubeni. There are natural forests that are situated in the mountains of Hala No 1 Longo forest and Cumakala Village Khophe Forest The municipality is not involved in activities taking place in these forests as they are mainly used for fire wood collection. These woodlots have a tourism potential which will have to be exploited for the development of tourism in the municipal area.

2.8. LEGISLATIVE AND POLICY CONTEXT FOR LED

2.8.1. NATIONAL POLICIES, PLANS AND LEGISLATIONS

National Development Plan 2030

- A plan for a country to eliminate poverty and reduce inequality by 2030 through uniting South Africans

Tourism Development Act No 3 of 2014

- The act is to provide for the development and promotion of sustainable tourism for a benefit of republic, residence and visitors.

National Framework on Local Economic Development of South Africa 2014- 2019

- To support the development of sustainable local economics through integrated government action which consists of a collection an enterprises including cooperatives that operate in local municipal spaces.

Municipal Systems Act 32 of 2000 as Amended

- This Act together with Municipal Planning and Performance Regulations of 2001 provides legislative background for Integrated Development Planning (IDP).

Constitution of the Republic of South Africa Act 108 of 1996

- To structure and manage administration and budgeting and planning processes to give priority to basic needs of the community and to promote the social and economic development of the community.

SPLUMA Act 16 of 2013

- Integration of a sustainable development and land use in planning

Municipal Finance Management Act No 56 of 2003

- To put in place a sound financial government framework by clarifying and separating the roles and responsibilities of the council, mayor and officials.

Municipal Demarcation Act 27 of 1998

- To provide criteria and procedure for determination of municipal boundaries

Municipal Structures Act 117 of 1998

- To provide for the establishment of municipalities in accordance with the requirements of the relating categories.

Mineral and Petroleum Resources Development Act 28 of 2002

- To formulate and implement policy to ensure optimum use of the resources.

2.8.2. PROVINCIAL POLICIES AND PLANS

Eastern Cape Vision 2030 Provincial Development Plan

- Creating a virtuous circle of expanding opportunities, building capabilities, reducing poverty and involvement of communities in their own development, all leading to rising living standards and well being

Eastern Cape Tourism Master Plan (2009- 2014)

- To guide tourism development in the Eastern Cape

2.8.3. INTRA-MUNICIPAL PLANS, POLICIES AND STRATEGIES

Integrated Development Plan (IDP)

- IDP is a strategic planning document of the municipality which provides guidance on development planning, budgeting and implementation of economic related programmes and projects. It as well provides guidance on how projects should for planned for, implemented and reported through monitoring of the Service Delivery Budget Implementation Plan (SDBIP).

Spatial Development Framework (SDF)

- It provides guidance on potential economic growth and space reconfiguration of the locality (natural resources, environmental sensitive areas, available land for housing, important routes, and available land for town expansion).
- It shows the level of physical infrastructure development in a form of main roads as well as development nodes

Master Plan (MP)

- It is a vision 2030 for the municipality which is talking about the ideal infrastructure development of the municipality for the purposes of economic growth and economic development through large scale mining

Supply Chain Management Policy

- Implementation of Preferential Procurement Act No. 5 of 2000 and BBBEE Act No. 46 of 2014 for the local businesses

3. SWOT

ANALYSIS

3.1. Institutional SWOT Analysis

	IMPLICATIONS
<ul style="list-style-type: none"> • The natural and built environment in Emalahleni offers some key opportunities to enhance the local economy and to offer residents the prospects of a better life. These include: - <ul style="list-style-type: none"> ○ There is potential for higher productive uses of certain land areas for agriculture, especially in the sectors dry land of crop production and maximise the use of current water resources to revive irrigation schemes from the Xonxa and Lubisi dams and ○ Huge potential for large and small stock production (sheep, cattle, dairy and goats. ○ There is identified potential for coal mining to be revived and extended throughout the coal belt that starts at Indwe and end at Molteno. 	<ul style="list-style-type: none"> • The Emalahleni Municipality needs to adopt a strategic approach to its developmental duties so that a clear prioritization of effort is enabled (i.e. focus on doing a few things well instead of trying to spread resources too thin). • In so doing, the LM will dedicate its efforts in establishing value chains in cropping, vegetables and livestock linking these to the other district wide initiatives. • LM will need to engage in clearly structured partnership approaches to develop other main sectors of potential mining and tourism in order to ensure the appropriate scale of interventions.
<ul style="list-style-type: none"> • In terms of the land capability, some 34% of the total land area is deemed suitable to moderate and limited crop production (sorghum and wheat). The remainder of the land area is best suited to livestock farming. 	<ul style="list-style-type: none"> • From a strategic point of view, Agencies wanting to promote crop production for commercial purposes in Emalahleni will need to carefully plan the location of their projects as well as their strategies to include local land rights holders as partners in the initiatives. • For the most part, it would appear that appropriately designed household livelihood strategies and livestock improvement programmes should be actively pursued.
<ul style="list-style-type: none"> • The town of Lady Frere has a relatively strong-functioning wholesale and retail trade sector that services the surrounding rural settlements. • The town of Indwe, too, has a Rural Service Centre function and also has potential to be formalised as a base for a resurgent coal mining industry in the local area. • Dordrecht , too, plays a Service Centre role to surrounding areas, which are predominantly 	<ul style="list-style-type: none"> • A careful approach to urban management needs to be followed in all three of the Municipal towns to ensure that the elements of sustainability are central to future plans for growth. • The towns' infrastructure networks need to be properly managed and extended to ensure a secure and

	IMPLICATIONS
comprised of extensive farming lands and there may be some potential to revive past sectors of activity in the town (dairy/cheese manufacturing)	<p>appropriate Level of Service (LOS) to residents and businesses operating there.</p> <ul style="list-style-type: none"> • There is a need for a dedicated focus to establish suburban settlements closer to the towns to create a new revenue base for the municipality.
<ul style="list-style-type: none"> • Whilst the human resources capacity at Municipal level in relation to managing spatial development is presently relatively limited, the fact remains that Emalahleni Municipality has qualified staff members attending to the function, which is not the norm across the Eastern Cape and must be regarded as strength in comparison with most other Local Municipalities in the Province. 	<ul style="list-style-type: none"> • As the issue of municipal capacity to manage spatial development is a universal problem in the Eastern Cape, a multi-lateral approach to this issue is required. • Staff retention policies need to be put in place, including the provision for training and skills enhancement.

	Implications
<ul style="list-style-type: none"> • At a regional level, Emalahleni may be described as a peripheral area in relation to the national space economy (where the dominant regions include Gauteng/Tshwane, the Western Cape and the eThekweni Metropolitan area) as well as the Eastern Cape economy (where the space economy is dominated by the Nelson Mandela Metropolitan area and Buffalo City). <ul style="list-style-type: none"> ○ From the perspective of economic production, the Emalahleni area is currently of marginal significance at both the level of the National economy (where it contributes less than 6/10ths of a percent to GDP) and the Provincial economy (where it produces less than a percent to GDP). ○ Given its relative position in relation to the major economic centres and the key transportation routes of the country, it appears likely that the area will remain relatively marginalized. 	<p>The implications of the relatively peripheral location and under-developed economy of Emalahleni are seen to be: -</p> <ul style="list-style-type: none"> • There is likely to be a continued reliance on external investment into the area (mainly in the form of state-led investment) • Local development initiatives (LED programmes etc.) must be actively pursued but care needs to be taken as to the sustainability and enduring impact of initiatives • A strong focus needs to be placed on ensuring the development and enhancement of road linkages with neighbouring areas as well as within the Emalahleni municipal area
<ul style="list-style-type: none"> • From an overall economic perspective, the Emalahleni economy is dominated by the state sector, with the primary sector (agriculture, forestry and fisheries) contributing only 2% of Gross Value Added (GVA) to the economy whilst the GVA contributed by Government and Services sectors is 55%. 	<ul style="list-style-type: none"> • The figures on the state of the Emalahleni economy indicate an undiversified local economy where productive activities are presently secondary to a focus on subsistence.

	Implications
<ul style="list-style-type: none"> The above facts are underlined by the extent to which state grants and subsidies in the form of pensions and grants in aid appear to bolster the livelihoods of Emalahleni residents, where annually almost R800 million is paid over to households. This figure represents around 44% of the total GVA produced in Emalahleni. 	<ul style="list-style-type: none"> Economic development strategies need to be focused spatially in areas where there are demonstrable prospects of sustainable impacts (as measured in terms of the natural resource base as well as the willingness of communities to participate).
<ul style="list-style-type: none"> The proximity of Queenstown means that it is more difficult for local businesses based in the three smaller towns to thrive and compete against businesses in the larger centre that enjoy far greater trading thresholds and therefore are able to be more competitive in terms of pricing as well as range of goods and services provided. 	<ul style="list-style-type: none"> Urban management and infrastructure upgrades in the towns of Lady Frere, Indwe and Dordrecht must be carried out to improve the quality of these urban areas for residents, local business and commuters to town accessing goods and services (the towns – especially Lady Frere – must become more pleasant to live in and do business in so as to be more competitive with Queenstown as a destination of choice).
<ul style="list-style-type: none"> The resident population of Emalahleni (approximately 116,000 people or 30,000 households) is characterized by a preponderance of youth (almost 60% of the population is below the age of 20) and an overall gender ratio of 51% females to 49% males. <ul style="list-style-type: none"> Indications are that the area's status as a marginal/peripheral area result in young people of working age (20+) leaving the area in search of better opportunities. It further appears that more men do so than women. Of the resident population, unemployment appears to be as high as 50% within the economically active age group. Skills levels are generally low amongst the population, with only just over 12% of the adult population having matric or higher qualifications. 	<ul style="list-style-type: none"> From a spatial development perspective, Emalahleni is unlikely to be identified by prospective investors as an area of potential interest based on any unique skills of the resident population. This means that development initiatives in the area must be focused on the people and their skills and abilities to learn and projects must make use of local knowledge and provide skills enhancement inputs. Where project initiatives are skills intensive and/or labour intensive in a way that is beyond the reasonable scope of the resident population, such projects should be undertaken on an Agency basis (with the ASGISA EC approach serving as a model).

	Implications
<ul style="list-style-type: none"> • The Emalahleni area (like most rural municipalities) is characterized by a settlement pattern that comprises largely of low density and dispersed rural settlements surrounded by undefined commons land. • Urban-style development in the area is limited to the three towns of Lady Frere, Indwe and Dordrecht. • There is also a clear trend for settlement densification along the major transport routes serving the area, with accessibility/ease of movement becoming a priority for residents. 	<ul style="list-style-type: none"> • There is a need to “order” the spatial development pattern in Emalahleni such that a hierarchy of urban and rural service centres is created where higher order goods and services may be accessed and where social and economic facilities could be clustered. • Linkages to these higher order nodes must be prioritised • The trend of settlement development in areas of better accessibility needs to be managed to ensure an appropriate form of land development occurs there and that the functionality of the main road network is not compromised to the point that negative economic impacts are generated.
<ul style="list-style-type: none"> • Solid Waste Management is a weakness in that only Dordrecht has a licensed solid waste site and, it is reported, no solid waste collection system is in operation in Lady Frere, which is the Municipality’s most important urban centre (from an administrative as well as economic point of view) 	<ul style="list-style-type: none"> • Solid waste management (collection and environmentally sound waste management) is an important component of urban management as it is one of the most visible signs of local government delivery. • As such, the service needs to be prioritised and managed accordingly.
<ul style="list-style-type: none"> • The Emalahleni area is dominated by highly erodible claypan soils in the central and southern basins and an assessment of Land Cover indicates that approximately 18% of the Municipal area may be classified as degraded and/or impacted by soil erosion. 	<ul style="list-style-type: none"> • A Land Care programme that addressed the issue of rehabilitating areas where land degradation and soil erosion have had severe impacts is needed. • Part of a programme of wise land use and Land Care would need to comprise a clear strategy to manage land in sensitive areas.
<ul style="list-style-type: none"> • Land tenure in the former Transkei portions of Emalahleni is characterized by so-called old order rights (PTOs and informal land rights) in the areas falling outside the proclaimed town area of Lady Frere. 	<ul style="list-style-type: none"> • There is a need to ensure that issues related to land tenure do not hinder identified Priority projects and where this occurs, a Local Planning Process should be

	Implications
	embarked upon to clarify land use rights and to formalize the layout of the relevant area.
<ul style="list-style-type: none"> • Jurisdictional uncertainty over land use management authority in areas outside the Lady Frere town commonage appears to be resulting in unmanaged (or at least un-planned) settlement development, especially in areas of better accessibility. • Given the reliance on the natural resources of the Emalahleni area for economic development in the primary sector as well as the tourism sector, a significant threat to the sustainable use of these resources is presented by the continuation of the current mode of un-planned and un-managed land use and settlement development in the rural areas outside the town jurisdictions. • Un-planned development threatens the natural resources base of the area and represents a threat the environmental “quality” of the area as well. • Moreover, the trend towards un-managed settlement development occurring in a ribbon along the main transport routes threatens the use of the major routes for effective transportation of goods and people. 	<ul style="list-style-type: none"> • There needs to be process of engagement with the key role players around the issue of wise land use and land use management in rural areas such that the needs of rural dwellers are continued to be met but that major assets of the modernizing economy of the Eastern Cape (such as the N2/R61) are better protected from un-managed settlement development encroachments.
<ul style="list-style-type: none"> • Given the context that is the specific history of underdevelopment in the Emalahleni area, there remains an ongoing legacy of basic infrastructure backlogs, which is a fundamental challenge for the relevant authorities. • Such backlogs exist in both the rural and urban settlements of Emalahleni • The infrastructure backlogs also apply to higher order infrastructure related to identify potentials in the tourism sectors (facilities and tourism-related infrastructure such as health facilities at tourism nodes etc.). 	<ul style="list-style-type: none"> • The proper functioning of the towns as urban centres is compromised by the inability to ensure appropriate levels of service to residents and enterprises in the towns. • As the towns are key elements in the socio-economic “fabric” of Emalahleni, the upgrade of the infrastructure there should be a priority. • The eradication of the backlogs in the provision of basic services in the rural settlement areas remains an on-going objective and is to be pursued programmatically as resources permit.

	Implications
	<ul style="list-style-type: none"> In the case of both the urban and rural instances, the existence of a sound planning framework and a clear system of land use management is seen as essential to improve the sustainability of the provision of infrastructure.
<ul style="list-style-type: none"> Apart from the areas alongside the main traffic routes through the Emalahleni area, accessibility is a major issue impacting on spatial development. This is especially so for the dispersed rural settlements located at greater distances from the main proclaimed roads 	<ul style="list-style-type: none"> The prioritization of road development, upgrading and maintenance is a KEY developmental priority in a rural municipality such as Emalahleni
<ul style="list-style-type: none"> The institutional challenges of the Municipality in relation to spatial development are particularly compounded by the jurisdictional complexities in relation to land matters set out above. 	<ul style="list-style-type: none"> The Municipal Council and Senior Management need to understand and acknowledge the critical importance of spatial planning and land use management in ensuring sustainable development for the current future generations of Emalahleni residents. A strategic approach to addressing these issues needs to be adopted, which also draws together other key role players such as the Chris Hani District Municipality, the Department of Rural Development and Land Reform and Traditional Authorities.

	Implications
<ul style="list-style-type: none"> With the identification of the potential to revive and extend productive utilisation of the coal mining resource in the Indwe area, there is an opportunity to begin to develop production and marketing strategies to target markets outside of Emalahleni. 	<ul style="list-style-type: none"> A clear need to enable the effective marketing of the product is the development and maintenance of an effective network of road links to prospective markets outside of Emalahleni. In this regard, the upgrade of the R56 is likely to be of particular importance as this is the closest regional link route to the resource.

	Implications
<ul style="list-style-type: none"> The proximity of Queenstown (as a market) suggests that there are opportunities to export local agricultural products for sale or processing there (in the case of processing, this is especially the case in the interim while the feasibility of developing such facilities locally are examined). 	<ul style="list-style-type: none"> Clear strategies need to be developed to target areas of development potential for the piloting of projects aimed at achieving commercial-scale production of saleable crops and/or agricultural products..
<ul style="list-style-type: none"> Whilst the undiversified nature of the Emalahleni economy and its over-reliance on the state sector is a weakness, the fact that state investment in the area is occurring needs to be embraced as an opportunity. (The fact remains that state grants and pensions effectively provide a “safety net” for poverty stricken households). In addition state support for infrastructure development and housing development offers opportunities to direct such investment to strategic localities such as the towns of Libode and Ngqeleni (for infrastructure) and key rural localities for human settlement development. 	<ul style="list-style-type: none"> The Emalahleni municipality needs to adopt a focused approach to supporting development in key strategic localities, which have either been identified by itself or by other sectoral Agencies
<ul style="list-style-type: none"> Finally, of interest from a developmental perspective is the current involvement of state and quasi-state Agencies in providing funding, planning and logistical support for development initiatives. Some key agencies active in the Emalahleni area include: - <ul style="list-style-type: none"> Department of Rural Development & Land Reform Department of Agriculture Chris Hani District <ul style="list-style-type: none"> The Chris Hani District Municipality’s Regional Economic Development Strategy (REDS) has identified a” North-Eastern” Corridor extending through the Emalahleni area, and has pinpointed the area’s key potential development sectors as MINING and AGRICULTURE. In addition, the CHDM has developed its Tourism Plan that proposes key routes within the 	<ul style="list-style-type: none"> From a strategic perspective, the Emalahleni Municipality needs to actively pursue and participate in broader state programmes (including REDS, DRDLR’s Comprehensive Rural Development Programme, and the various initiatives undertaken in terms of the Eastern Cape Provincial Growth & Development Plan). From a spatial planning perspective, focus needs to be placed on areas of identified development potential (mining, agriculture and tourism) and efforts must be aimed at making such areas function optimally by ensuring clear planning and land use management frameworks are in place and basic Levels fo Service are developed and maintained there.

	Implications
Emalahleni area (the Farm-Stay Route and the Liberation Heritage Route).	

	Implications
<ul style="list-style-type: none"> The unpredictable effects of Climate Change represent a threat to areas such as Emalahleni, where the natural environment plays such a significant role in the development potential of the area. Specific effects that hold a potential threat include: - <ul style="list-style-type: none"> The possibility of more severe weather events The possible impact of a change in rainfall patterns 	<ul style="list-style-type: none"> There is a need to pay particular attention to environmental science inputs when planning for long-term investments in – especially – agricultural projects depending on rainfall (ie. Dryland cropping) as well as when planning human settlements (with specific focus on flood-related risks and risks to water supply [water sources]).
<ul style="list-style-type: none"> Because of the priority placed on gaining some form of control by planning authorities over land development processes (formal and informal) in the rural areas, a clear threat is presented by the possibility of a disunity of VISION and Action amongst the key role players. This could lead to inaction and the continued disorder of the spatial development pattern 	<ul style="list-style-type: none"> In the absence of a clear policy and/or legal framework for grappling with the issue, the Emalahleni Municipality will, to an extent, need to engage in a path finding role to bring together the key role players to chart a way forward. It is envisaged that the Chris Hani DM, the Dept. of Rural Development & Land Reform and the Department of Local Government & Traditional Authorities could play a leading role in assisting with this.
<ul style="list-style-type: none"> The potential for state grant and pension recipients to develop a long-term dependency on state subsidies (grants and pensions) leading to loss of motivation to engage in productive economic activity is a significant threat already identified by, amongst other, the Organisation for Economic Co-Operation and Development (OECD) 	<ul style="list-style-type: none"> There is a need to focus local economic development projects on achieving the goals of drawing in more local residents into productive activities. Such efforts must acknowledge and take into account the specific demographic profile of a targeted community and must ensure that the initiatives pursued are appropriate to the profile (e.g. balance of female to male and the number of able-bodied people to work in a project).

3.2. SWOT Analysis of the Directorate per Priority Area

a) Agriculture (Agricultural Production and Agro-Processing)

Strengths

- There is potential for higher productive uses of certain land areas for agriculture, especially in the sectors of crop production in areas where irrigation is possible from the Xonxa and Lubisi Dams and livestock (sheep farming)
- In terms of the land capability, some 34% of the total land area is deemed suitable to moderate and limited crop production. The remainder of the land area is best suited to livestock farming
- Emalahleni Local Municipality possesses a competitive advantage in sorghum and livestock production which, if fully exploited would place the municipality in a good position for high-value agricultural products
- Dordrecht , too, plays a Service Centre role to surrounding areas, which are predominantly comprised of extensive farming lands and there may be some potential to revive past sectors of activity in the town (e.g. dairy/cheese manufacturing)
- Agro-processing is strongly linked to consumer preferences and changes in the level of consumer demand which in turn is linked to the economic growth rate
- There is a wide range of natural-growing vegetation

Weaknesses

- Limited access to markets for local agricultural produce
- Minimal agriculture infrastructure
- Crop diversification
- Non existing joint ventures between commercial and emerging farmers

Opportunities

- Municipality possesses a competitive advantage in sorghum and livestock production which, if fully exploited would place the municipality in a good position for high-value agricultural products
- On the non-food side there are opportunities that could be exploited for high-value products for the medicinal, aromatics and flavourants markets
- Growing potential of graduating Subsistence to Commercial farming
- Diversification of Livestock Improvement programmes

Threats

- Stock theft
- Climatic changes
- Disaster
- Invasion of Alien Plant
- Economic climate change

- Change in leadership
- Community / social unrest

h) SMMES (Mining and Small Medium Micro Enterprise Development)

Strengths

- Sound Inter-governmental relations among LED role players
- Updated database of SMMES
- Structured business entities
- Access to skills development initiatives
- There is identified potential for coal mining
- The town of Lady Frere has a relatively strong-functioning wholesale and retail trade sector that services the surrounding rural settlements.

Weaknesses

- LED as a cross cutting function does not get the required attention in terms of planning and budgeting
- Lack of self-employment or entrepreneurial culture
- Low level of physical infrastructural development of the municipality's jurisdiction impacts negatively on tourism markets and other external investments
- Lack of cooperation and sound relationship within the local business sector

Opportunities

- Proximity of towns to each other gives opportunities for improved markets
- Rezoning of residential areas to increase business zone
- Community involvement in matters of local government
- Public Private Partnership
- Capacity development
- Utilisation of local service providers

Threats

- Climatic changes
- Economic climate change
- Lack of funding
- Changes in technology
- Change in leadership
- Community/social unrest

i) TOURISM AND HERITAGE MANAGEMENT

Strengths

- There is a notable commitment by government to invest in the sector;

- Craft industry
- Bed and breakfast facilities
- Natural attractions
- R392 Route (From KZN Middlelands to Western Cape Midleland)
- R410 Route (Cala to Queenstown via Lady Frere)

Weaknesses

- Low level of physical infrastructural development of the municipality's jurisdiction impacts negatively on tourism markets and other external investments
- Lack of cooperation and sound relationship within the local business sector
- Given the importance of growing tourism demand to inform industry development, a major constraint is the difficulty experienced by individual tourism enterprises to access markets, both domestic and foreign markets.
- A number of factors including physical distance from primary markets, cost of national and international marketing, and large operators dominating the distribution channel make it difficult for individual tourism enterprises to compete with their counterparts in comparable destinations;

Opportunities

- Proximity of towns to each other gives opportunities for improved markets
- Tourism demand can be grown through scaling up destination marketing efforts and creating new markets;
- While increased destination marketing will require a greater allocation of marketing resources to the municipality, opportunity exist to diversify the local tourism economy and create new markets by focusing on high growth and high yield niche markets;
- Investment in new tourism products will stimulate the creation of skilled employment;
- Interlink road (R396, R400 and R56) between KZN – WC
- Tourist attractions in the form of waterfalls, dams, mountains, resorts, cultural villages and local heritage

Threats

- Climatic changes
- Economic climate change
- Changes in technology
- Change in leadership
- Community/social unrest

4. LED STRATEGY FRAMEWORK

KEY ELEMENTS OF LED STRATEGY	
Vision	A vision makes clear the core values & principles that are central to what the local area want to become. It is informed by the current situation & looks to the future to alter the current into the desire . A vision forms the basis for the objectives, programmes, projects and actions
Objectives	Objectives are more specific than a vision in pointing to where a municipality wants to be in terms of its economic development. Objectives answer the questions; 'what matters' and 'why do we want to do this or that'. As such, objectives define the priorities for economic development and are the basis upon which to decide what actions are ultimately to be undertaken.
Programmes	Each objective has a number of programmes related to it. A programme is a group of projects which collectively address the same objective.
Projects	Projects are specific initiatives to affect a programme, and ultimately enable objectives and visions to be achieved. A group of projects are designed to meet the same objective as the programme that they fall under.
Actions	Actions are very specific tasks needed to implement a project

For the purposes of this LED strategy, the vision, objectives and programmes are strategic in nature. Projects and actions on the other hand are specific and measurable, and therefore form the basis of the action plan for this strategy.

Institutional	Directorate
<i>Vision: A municipality that delivers appropriate, sustainable and affordable services towards socio-economic growth for the development of its community</i>	Vision: <i>A municipality with an attractive environment for job creation, investment and sustainable local economic growth</i>
<i>Mission Statement: The municipality promotes quality and excellent services that are valued by its customers through effective partnerships and active community participation as it plans for the future.</i>	Mission Statement: <i>We shall create this vision of LED through the creation of an environment that attracts business investments and contributing to sustainable opportunities for job creation and economic upliftment</i>

The LED Strategy will be aligned with Municipal Strategic projects as stipulated in IDP and SDBIP that will take a period of five (5) years.

4.1. OBJECTIVES

In order to achieve the LED vision outlined above, a LED Strategy presents a number of objectives which are achievable, measureable, and viable, and provide guidelines to the municipality.

- Objective 1: To encourage the formation and support the development of SMMEs with ELM
- Objective 2: To facilitate the development of land in a sustainable manner

- Objective 3: To provide appropriate human resources to support all directorates in the municipality
- Objective 4: To promote Agricultural and Tourism Development in ELM

4.1.1. OBJECTIVE 1: TO ENCOURAGE THE FORMATION AND SUPPORT THE DEVELOPMENT OF SMMES WITH ELM

One of the key roles of local government in LED is the creation of an enabling environment for LED. While it is businesses that create the jobs, and contribute to the economy, they are reliant on government, in this case local government, to put measures in place for them to conduct their businesses. This applies to the day to day operations of business currently operating, to current businesses wanting to expand, and also to attracting new businesses to investment within the local municipality. The new business opportunities in maximizing our economic sectors, the following have been identified:

1. Renewable energy (solar and wind energy)-IDP
2. Enterprise development
3. Dairy processing
4. Waste recycling
5. Livestock marketing
6. Crush stone production
7. Formal sand mining
8. Green house production

In supporting local businesses, SMME Development: The LED will influence the SCM policy to be bias towards local SMMEs.

In ensuring that mentorship programmes for SMME's are developed and implemented, LED unit will work with Project Management Unit to provide mentorship to Emerging contractors when executing project within the municipality for the purpose of growth and development.

The programmes designed to meet this objective are as follows

a) Programme: Facilitate Business Investment & Growth Through An Improved Business Climate

Business development is premised on the idea of encouraging the establishment of new businesses, and retaining businesses within the area, while sustaining and expanding local firms in and around a particular area. Businesses require a number of resources for them to function optimally. Natural resources can to a large extent not be changed by a municipality and businesses requiring those resources are likely to be located close to these resources. However, there are a number of other factors relevant to the location of businesses, and these can to some extent be influenced by government interventions. Other locations will compete for these businesses to invest within that location, and it is therefore critical that municipality provide the business climate necessary for investment and business growth. This business climate can be created through business friendly policies and regulations, through the provision of land and other infrastructure, through assistance on queries, and through turnaround time in responding to town planning applications and actively marketing the destination to businesses.

The projects under this programme are;

- Create a business advisory service and support within the municipality
- Facilitate red tape reduction

- Develop investment opportunities for new and growing businesses

b) Programme: Facilitate Business Growth Through A Local Purchasing Programme

A key way to stimulate a local economy is through the preventions of economic leakages to other municipalities or areas. Through the creation of forward and backward value chains within a municipality, new and existing businesses can be stimulated. While local government cannot itself create businesses or force local procurement, it can however create an enabling environment for this.

The projects under this programme are;

- Make use of municipality tenders to purchase locally produced goods and local services
- Develop a "buy local, support local, produce local campaign"

c) Programme: Facilitate the Development of SMMEs & New Entrepreneurs

SMMEs are critical to economic growth and job creation within a local economy. Small business service mainly local markets, both forwards and backwards along a value chain. SMMEs are more likely than big businesses to be locally owned, and the profit from a SMME is therefore more likely to remain within a local municipality. SMMEs are large employers of local residents, and operate both in the formal and informal economies. However, many SMMEs require assistance, and local governments are well placed to provide and / or facilitate this assistance. A number of projects are included within the LED strategy to assist SMMEs and new entrepreneurs within the ELM.

The projects under this programme are;

- Facilitate SMME development
- Develop SMME and entrepreneurship mentoring programmes
- Create linkages between established businesses, and SMMEs and informal service providers
- Establish an annual Emalahleni SMME Indaba

d) Programme: To Attract Investment To The Municipality

A municipality should not only be reactive to economic conditions and opportunities, but rather plans their economic growth around attracting and facilitating growth in strategic sectors and / or businesses with a competitive advantage within the municipality. This requires having significant insight into the local economy and the opportunities that are presented to current and potential businesses and implementing measure to create an enabling environment for business to grasp these opportunities. It is critically important that the municipality begin to attract investment in the municipality if they are to achieve their economic development vision, and create local jobs.

The projects under this programme are;

- Develop Investment Attraction Plan (IAP)
- Marketing of investment opportunities to all potential stakeholders and investors

The municipality through its LED unit will embark on process of looking for an institution that will help in developing of Investment Attraction Plan.

e) Programme: Assist Informal Economy Businesses

Informal businesses are taken care of in LED projects. The major challenge is the influx especially in Lady Frere Unit. The steps need to be taken to address their mode of operation.

The project under this programme is;

- Assist informal traders and informal service providers to be formalised

SMME Unit has developed an SMME support plan detailing how informal traders and informal service providers and SMME's at large will be supported and capacitated.

f) Programme: Facilitate The Availability Of Required Skills For Business Investment, Retention And Growth

The availability of skills within a municipality is key to attracting investment, business and economic growth. Furthermore, these need to be the right skills, in demand by local businesses and needed to grasp economic opportunities. It is not the role of local government to embark on skills training, but there are many activities that they can do to facilitate skills development such as creating linkages, financial support, mentoring and facilitating the presence of skills development companies. The projects that make up this programme are directed towards demand driven skills development and linking skills in supply with demand areas for those skills.

The projects under this programme are;

- Match skills in demand with skills in supply in the municipality
- Facilitate demand led skills development

4.1.2. OBJECTIVE 2: TO FACILITATE THE DEVELOPMENT OF LAND IN A SUSTAINABLE MANNER

As stated above, natural resources cannot be changed, but a local government can put programmes and projects in place to facilitate the provision of some of the resources necessary for economic development. These include both built and human resources (e.g. know how, information, facilities, transport, roads and other infrastructure, human resources,) The programmes designed to meet this objective are selected from the analysis of the current situation of resources within the municipality, and resources necessary for future economic growth in key economic sectors.

Guidance about municipal land availability for economic development will be continually sourced from SDF and Local SDF's as developed and reviewed.

Directorate is participating in IGR Fora and in Council committees to monitor infrastructure development programmes within the municipality.

The programmes designed to meet this objective are as follows;

a) Programme: Ensure The Availability of Physical Infrastructure to Facilitate Business Investment, Retention And Growth

Physical infrastructure includes land, roads, and bulk infrastructure. These are critical elements for economic development particularly the case given to the agricultural, manufacturing and tourism strengths and opportunities within the municipality.

The projects under this programme directed towards physical infrastructure provision are;

- Ensure continued good quality water supply
- Identify and make government land available for investment

b) Programme: Facilitate improved transport in the municipality for economic development

This programme is directed towards ensuring that sufficient road and transport networks exist within the municipality to enable optimal economic sector functioning and attraction of new businesses. As the municipality is primarily an export economy, transport infrastructure is of critical importance to the economy and local government has an important role to play in facilitating this transport infrastructure. Furthermore, the tourism trade in municipality is also reliant of safe, reliable road networks. Projects falling under this programme are focussed on both public transport and general road networks. They are as follows;

- Improve public transport
- Strategically develop roads to facilitate economic development

4.1.3. OBJECTIVE 3: TO PROVIDE APPROPRIATE HUMAN RESOURCES TO SUPPORT ALL DIRECTORATES IN THE MUNICIPALITY

As well as creating an enabling environment through the provision of infrastructure and business support services, local government needs to create a supporting environment for the planning, implementation, monitoring and evaluation of LED. It is not done by government alone, but through collaboration and cooperation of businesses, government, NGOs and communities. This objective is focussed on creating that enabling environment within the municipality, and with how they and other stakeholders communicate and cooperate for LED.

Executive Management Committee has taken responsibility to manage internal Municipal contribution on Local Economic Development affairs.

The programmes designed to meet this objective are as follows;

a) Programme: Ensure Sufficient Collaboration and Cooperation within the municipality to Fulfil The LED Mandate

In order for a LED unit to fulfil its mandate, it is critical that all directorates within the municipality have a defined role to play towards realisation of LED. This role should be stipulated in the IDP and budget, SDBIP and Performance Management System.

The projects under this programme are;

- Ensure commitment of intra-cooperation and collaboration
- Create awareness of LED within the municipality to enable LED mandate to be achieved

b) Programme: Improve Participation of All Key LED Stakeholders In LED Research, Planning, Implementation And Monitoring & Evaluation

A critical element of LED is the cooperative planning and implementation of LED by all stakeholders including local government, local businesses, relevant provincial and national government departments and agencies, NGOs etc. Such cooperation is best achieved through some kind of structure, and regular meetings under specific frameworks. Furthermore, cooperation is reliant on regular communication between all stakeholders for LED.

The projects under this programme are;

- Make use of stakeholders for cooperative planning for LED
- Develop communication plan LED matters

4.1.4. OBJECTIVE 4: TO PROMOTE AGRICULTURAL AND TOURISM DEVELOPMENT IN ELM

The focus of this objective is the development of key economic sectors within the municipality to aid economic growth and employment. The sectors selected to form part of programmes are those that are currently significant sectors (in terms of either contribution to GDP or employment) and / or those sectors with growth potential. Furthermore, the focus is on sectors with the ability to create forward and backward linkages within the sector, or with other sectors businesses within the municipality and or those sectors with a competitive advantage.

The Agricultural Practitioners namely Livestock and Crop production have developed support plans detailing how small scale farmers will be developed, capacitated and supported.

In response to lack of diversification of agricultural and tourism economy, Agriculture Crop Unit has developed a diversification plan and Tourism Unit as well has developed tourism plan.

In response to failure to implement tourism and marketing strategy, Tourism and Heritage Unit has developed Tourism Marketing Plan and its implementation has been effected already.

The programmes designed to meet this objective are as follows;

a) Programme: Make Use Of Agriculture To Further Drive The Local Economy

Agriculture has been significant for the development of the municipality economy. This together with its competitive advantage, as well as its strong linkages with the manufacturing sector makes it a key economic driver within the municipality. The sector's contribution to the local economy is constrained by its past and current shedding of jobs, which is of concern given the current unemployment rate within the municipality. The projects that collectively fall under this programme are as follows;

- Support small scale farmers
- Investigate diversification of the local agricultural economy
- Investigate mechanisms to reduce further job losses in agriculture

b) Programme: Further Develop The Tourism Sector Within the municipality

The tourism sector is one of the key sectors within municipality, through its contribution to the economy, but also it links to other sectors, and the role it has in marketing the area as a whole. A number of constraints currently exist with the sector, and this has hindered to some degree its potential. The focus of projects selected under this programme is around marketing the municipality as a whole, rather than as individual towns, the transformation of the tourism sector, and the provision of tourism infrastructure to facilitate sector growth.

Specifically, the projects under this programme are;

- Diversification of tourism sector
- Collaborative marketing of the key towns and products within the municipality
- Create tourism infrastructure

c) Programme: Investigate Options For Diversification Of The Local Economy To Reduce Seasonality Of Economic Activities

The economy of the municipality is currently not particularly diversified, with a large reliance on agriculture, and the manufacturing of agricultural products, in particular, agro-processing. The local economy is also constrained by its seasonality and the resultant seasonality of work opportunities for non-permanent employees. This programme is therefore focussed on seeking to reduce the seasonality of employment, and facilitate diversification of the economy.

The projects under this programme are;

- Create new economic sectors and opportunities
- Addressing seasonality of sectors in the municipality

5. ACTION

PLAN

The vision, mission, objectives and programmes that make up this LED strategy have been outlined above. Projects and tasks are the key elements of an action plan, and need to be implemented to achieve objectives. The following tables show the projects and tasks for each programme and objectives for LED in the Emalahleni Local Municipality.

Objectives	Programme	Project	Action	Timeframe	Custodian
1. To encourage the formation and support the development of SMMEs with ELM	Programme A: Facilitate Business Investment & Growth Through An Improved Business Climate	Create a business advisory service and support within the municipality	Place relevant contact details, information, and 'Guide' on website.	Annual	<ul style="list-style-type: none"> • PEDTA • Municipal Manager Office • Corporate Services
			Create a guide to doing business in the municipality booklet and distribute.	Annual	<ul style="list-style-type: none"> • PEDTA • Municipal Manager Office
		Facilitate red tape reduction	Ensure internal capacity to deal with business development processes	Annual	<ul style="list-style-type: none"> • Corporate Services
			Designate persons responsible for different processes and monitor targets for task completion.	Annual	<ul style="list-style-type: none"> • PEDTA
		Develop investment opportunities for new and growing businesses	Assist small businesses to identify funding institutions for incentive schemes.	Annual	<ul style="list-style-type: none"> • PEDTA

Objectives	Programme	Project	Action	Timeframe	Custodian
			Determine strategic growth sectors for incentivisation	Annual	<ul style="list-style-type: none"> PEDTA
	Programme B: Facilitate Business Growth Through A Local Purchasing Programme	Make use of municipality tenders to purchase locally produced goods and local services	Provide assistance with tenders / supply chain management forms to local companies and SMME's	Annual	<ul style="list-style-type: none"> PEDTA Supply Chain Management Unit
			Ensure all tenders notices are available in all units of the municipality (Indwe, Dordrecht and Lady Frere).	Annual	<ul style="list-style-type: none"> PEDTA Supply Chain Management Unit
			Communicate tenders through various means to all local businesses	Annual	<ul style="list-style-type: none"> Supply Chain Management Unit
			Facilitate local company's registration on supplier database.	Annual	<ul style="list-style-type: none"> PEDTA Supply Chain Management Unit
		Develop a "buy local, support local, produce local campaign"	Distribute database to local businesses, general public and encourage use of local businesses	Annual	<ul style="list-style-type: none"> PEDTA Supply Chain Management Unit
			Ensure preferential government procurement for local companies	Annual	<ul style="list-style-type: none"> PEDTA Supply Chain Management Unit
	Programme C: Facilitate the Development	Facilitate SMME development	Ensure EDTA directorate is equipped to assist SMMEs	Annual	<ul style="list-style-type: none"> PEDTA Corporate Services

Objectives	Programme	Project	Action	Timeframe	Custodian
	t of SMMEs & New Entrepreneurs		and potential entrepreneurs		
			Create linkages with district, provincial and national initiatives to assist SMMEs, entrepreneurs	Annual	<ul style="list-style-type: none"> Planning, Economic Development, Tourism and Agriculture
		Develop SMME and entrepreneurship mentoring programmes	Identify potential mentors / businesses able to assist in mentoring	Annual	<ul style="list-style-type: none"> PEDTA
			Create linkages with local schools for entrepreneurship training / mentoring	Annual	<ul style="list-style-type: none"> PEDTA
			Link learners / SMMEs with mentors	Annual	<ul style="list-style-type: none"> PEDTA
		Create linkages between established businesses, and SMMEs and informal service providers	Engage with developers on opportunities for smaller contractors	Annual	<ul style="list-style-type: none"> PEDTA
			Make available database of SMMEs to current and potential developers	Annual	<ul style="list-style-type: none"> PEDTA
			Keep SMMEs informed on planned developments and related opportunities	Annual	<ul style="list-style-type: none"> PEDTA
		Establish an annual Emalahleni SMME Indaba	Identify SMMEs to invite, Organise annual summit	Annual	<ul style="list-style-type: none"> PEDTA
			Marketing of Indaba to all local businesses,	Annual	<ul style="list-style-type: none"> PEDTA

Objectives	Programme	Project	Action	Timeframe	Custodian
	Programme D: To Attract Investment To The Municipality	Develop Investment Attraction Plan (IAP)	residents and potential business partners		<ul style="list-style-type: none"> • Municipal Manager Office
			Develop investment strategy	Annual	<ul style="list-style-type: none"> • PEDTA
			Develop Tourism Marketing Strategy / tools	Annual	<ul style="list-style-type: none"> • PEDTA
		Marketing of investment opportunities to all potential stakeholders and investors	Ensure regularly updated investment page on website, with information and contact details	Annual	<ul style="list-style-type: none"> • PEDTA • Corporate Services • Municipal Manager Office
			Attend investment conferences and business networking events	Annual	<ul style="list-style-type: none"> • PEDTA
			Link with district for investment marketing	Annual	<ul style="list-style-type: none"> • PEDTA
	Programme E: Assist Informal Economy Businesses	Assist informal traders and informal service providers to be formalised	Create informal traders strategy	Annual	<ul style="list-style-type: none"> • PEDTA
			Communicate to all traders the regulations	Annual	<ul style="list-style-type: none"> • PEDTA
			Facilitate development of associations / forums for informal businesses	Annual	<ul style="list-style-type: none"> • PEDTA
			Enforcement of regulations and by laws	Annual	<ul style="list-style-type: none"> • Community Services

Objectives	Programme	Project	Action	Timeframe	Custodian
	Programme F: Facilitate The Availability Of Required Skills For Business Investment, Retention And Growth	Match skills in demand with skills in supply in the municipality	Identify skills shortage in the municipality through surveys and business forums.	Annual	<ul style="list-style-type: none"> • PEDTA • Corporate Services
			Match skills database to market demand	Annual	<ul style="list-style-type: none"> • PEDTA • Corporate Services
		Facilitate demand led skills development	Initiate partnerships with businesses, colleges, etc. for training in skills gaps	Annual	<ul style="list-style-type: none"> • PEDTA • Corporate Services
			Initiate skills development mentoring programme	Annual	<ul style="list-style-type: none"> • PEDTA • Corporate Services
			Create linkages with residents and skills development opportunities	Annual	<ul style="list-style-type: none"> • PEDTA • Corporate Services

Objectives	Programme	Project	Action	Timeframe	Custodians
2. To Facilitate the Development of Land in a Sustainable Manner	Programme A: Ensure The Availability of Physical Infrastructure to Facilitate Business Investment, Retention And Growth	Ensure continued good quality water supply	Continue with initiatives for improved water supply	Annual	<ul style="list-style-type: none"> • CHDM
			Assist companies with research into more efficient, sustainable use of water resources	Annual	<ul style="list-style-type: none"> • CHMD
			Address issues around water quality in the municipality	Annual	<ul style="list-style-type: none"> • CHDM
		Identify and make government	Conduct land audit / soil testing for	Annual	<ul style="list-style-type: none"> • DRDLR • DRDAR

		land available for investment	agricultural activities		
			Analyse available land in conjunction with zoning	Annual	<ul style="list-style-type: none"> Infrastructure Directorate
			Where necessary, embark on rezoning process	Annual	<ul style="list-style-type: none"> Infrastructure Directorate
			Create land information database of government owned land including location, services, zoning and restrictions.	Annual	<ul style="list-style-type: none"> Infrastructure Directorate
			Identify land available for land reform and allocate as such	Annual	<ul style="list-style-type: none"> DRDLR
			Advertise land available for investment through investment, business communication channels	Annual	<ul style="list-style-type: none"> EDTA Infrastructure Directorate
			Regularly maintain land database	Annual	<ul style="list-style-type: none"> Infrastructure Directorate
	Programme B: facilitate improved transport in the municipality for economic development	Strategically develop roads to facilitate economic development	Improve key access roads	Annual	<ul style="list-style-type: none"> Infrastructure Directorate
			Prioritised road development for catalytic or high value investments	Annual	<ul style="list-style-type: none"> Infrastructure Directorate
			Ensure road maintenance for high tourism routes, roads important for economic development	Annual	<ul style="list-style-type: none"> Infrastructure Directorate

Objective s	Programme	Project	Action	Timefram e	Custodians
3. To provide appropriate human resources to support all directorates in the municipality	Programme A: Ensure Sufficient Collaboration and Cooperation within the municipality to fulfil The LED Mandate	Ensure commitment of intra- cooperation and collaboration	Establishment of intra forums for alignment of programmes	Annual	<ul style="list-style-type: none"> • PEDTA • All internal affected directorates
		Create awareness of LED within the municipality to enable its mandate to be achieved	Awareness programme with councillors on LED	Annual	<ul style="list-style-type: none"> • PEDTA • Municipal Manager's Office
	Programme B: Improve Participation of All Key LED Stakeholders In LED Research, Planning, Implementatio n And Monitoring & Evaluation	Make use of stakeholders for cooperative planning for LED	Create LED Partnership / forum	Annual	<ul style="list-style-type: none"> • PEDTA
			Assist in development of informal business groupings	Annual	<ul style="list-style-type: none"> • PEDTA • CHCDC
			Participate in district LED forum.	Annual	<ul style="list-style-type: none"> • PEDTA
		Develop communicatio n plan LED matters	Make use of bulk SMS to communicate with businesses with no email	Annual	<ul style="list-style-type: none"> • PEDTA
			Training of all staff on LED awareness	Annual	<ul style="list-style-type: none"> • PEDTA
			Develop detailed business profile with contact details	Annual	<ul style="list-style-type: none"> • PEDTA

Objectives	Programme	Project	Action	Timeframe	Custodians
4. To promote Agricultural and Tourism development in	Programme A: Make Use Of Agriculture To Further Drive The Local Economy	Support small scale farmers	Develop and regularly update a small farmer database (contact details and farming type) Provide information on accessing loans	Annual	<ul style="list-style-type: none"> • PEDTA • DRDAR

Objectives	Programme	Project	Action	Timeframe	Custodians
			and government support		
			Link farmers to district small scale farming programme	Annual	<ul style="list-style-type: none"> • PEDTA • DRDAR
			Create linkages between small scale farmers and purchasers/markers	Annual	<ul style="list-style-type: none"> • PEDTA • DRDAR • CHDM • ECRDA • CHDA • DRDLR
		Investigate diversification of the local agricultural economy	Investigate further agro-processing opportunities	Annual	<ul style="list-style-type: none"> • PEDTA • DRDAR • CHDM • ECRDA • CHDA • DRDLR
			Investigate maize cultivar that can stand weather condition of the municipal area	Annual	<ul style="list-style-type: none"> • PEDTA • DRDAR • CHDM • ECRDA • CHDA • DRDLR
		Investigate mechanisms to reduce further job losses in agriculture	Establishment / revitalisation of irrigation schemes to address seasonality challenges.	Annual	<ul style="list-style-type: none"> • PEDTA • DRDAR • CHDM • CHDA • DRDLR
	Programme B: Further Develop The Tourism Sector Within the municipality	Diversification of tourism sector	Develop mechanisms to assist in transformation of the tourism sector	Annual	<ul style="list-style-type: none"> • PEDTA • CHDM • DEDEAT • ECPTA
			Look at tourism opportunities beyond traditional areas, markets	Annual	<ul style="list-style-type: none"> • PEDTA • CHDM • DEDEAT • ECPTA
			Marketing of opportunities	Annual	<ul style="list-style-type: none"> • PEDTA • CHDM • DEDEAT

Objectives	Programme	Project	Action	Timeframe	Custodians
					<ul style="list-style-type: none"> • ECPTA
			Facilitate training on what is tourism, how to create tourism business	Annual	<ul style="list-style-type: none"> • PEDTA • CHDM • DEDEAT • ECPTA
			Assist with marketing of new tourism ventures	Annual	<ul style="list-style-type: none"> • PEDTA • CHDM • DEDEAT • ECPTA
		Collaborative marketing of the key towns and products within the municipality	Look at opportunities to brand export goods from the municipality	Annual	<ul style="list-style-type: none"> • PEDTA • CHDM • CHDA • DTI
			Conduct product audit	Annual	<ul style="list-style-type: none"> • PEDTA • CHDM • CHDA • DTI
			Define unique qualities of the municipality	Annual	<ul style="list-style-type: none"> • PEDTA
			Agree on marketing strategy of municipality as a whole	Annual	<ul style="list-style-type: none"> • PEDTA
			Develop and distribute marketing material	Annual	<ul style="list-style-type: none"> • PEDTA
			Attend tourism Indaba and promotional opportunities		
		Create tourism infrastructure	Develop signage to key tourism products across the municipality area of jurisdiction	Annual	<ul style="list-style-type: none"> • PEDTA • IDHS
			Develop tourism information offices in each town.	Annual	<ul style="list-style-type: none"> • PEDTA • IDHS

Objectives	Programme	Project	Action	Timeframe	Custodians
	Programme C: Investigate Options For Diversification Of The Local Economy To Reduce Seasonality Of Economic Activities	Create new economic sectors and opportunities	Feasibility assessment of farming and processing of new farming activities (e.g. Lucerne, wheat, fruit and vegetables)	Annual	<ul style="list-style-type: none"> • PEDTA • DRDAR • DRDLA • CHDM
			Feasibility assessment of the green economy	Annual	<ul style="list-style-type: none"> • PEDTA • Community Services • DRDAR • DRDLA • CHDM • CHDA
		Addressing seasonality of sectors in the municipality	investigate varied tourism marketing of Emalahleni round season changes	Annual	<ul style="list-style-type: none"> • PEDTA • CHDM • DEDEAT • ECPTA
			Investigate new, non seasonal agricultural products	Annual	<ul style="list-style-type: none"> • PEDTA • DRDAR • DRDLA • CHDM
			Investigate the creation of economic opportunities for seasonal workers	Annual	<ul style="list-style-type: none"> • PEDTA • DRDAR • DRDLA • CHDM

The Directorate will ensure prioritization of LED project on annual basis as budget permits.

6. RISKS

There are a number of risks that could derail the strategy and demand a rethink and changes to the strategy. Some of the risks identified by stakeholders are:

- Political instability and a lack of political leadership and will as a result of changes in the political leadership;
- The lack of alignment between spheres of government and between government and state-owned enterprises and the private sector which could undermine the strategy;
- Lack of buy-in and ownership across sectors to the LED plan
- Unfunded mandates which in turn will result in a lack of delivery around core areas;
- Non participation of Sector departments
- Non participation of SMMEs
- Failure to attract investors
- Internal Capacity gap

7. RISK MITIGATION STRATEGIES

- Strengthen Inter Governmental Relations
- Strengthen Business Forums
- Establish Public Private Partnerships

CONCLUSION

This strategy provides the framework for a more detailed implementation plan in which a few lead multi-stakeholder projects need to be identified to set the tone and begin the process of turning around the local economy through creating sustainable jobs. Within each stakeholder grouping there needs to be a champion to drive the LED programme. In the municipality this will be the LED directorate active support from the Mayor, Council and more particularly the Economic Development Portfolio Holder. The municipalities' plan will be woven into the IDP.

REFERENCE LIST

Chris Hani Integrated Development Plan

Chris Hani State of Environment Report

CSIR- Geospatial Platform and NSDP

Emalahleni Integrated Development Plan

LED Strategy

Mohr, P., Fourie, L. & Associates. (2015). Economics for South African Students. 5th Edn. Pretoria: Van Schaik.

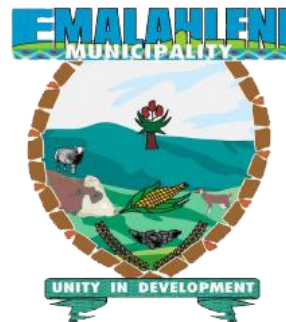
Emalahleni Spatial Development Framework

Statistics South Africa 2011

9. CHAPTER 9 – HOUSING SECTOR PLAN



HUMAN SETTLEMENTS SECTOR PLAN REVIEW (2018 – 2022)



EMALAHLENI LOCAL MUNICIPALITY

INTRODUCTION

BACKGROUND

Emalahleni Local Municipality (ELM), like all other municipalities, is required to prepare a Human Settlements Sector Plan (HSSP) as a component of the Integrated Development Plan (IDP), in terms of the Municipal Systems Act (MSA) 32 of 2000 and the National Housing Act 107 of 1997. These are to ensure that residents within its area of jurisdiction have access to adequate human settlements on a progressive basis. The HSSP is a key document in achieving human settlements delivery goals, identify suitable land for human settlements, and in the implementation and planning, facilitating, initiating and co-ordinating human settlements development in its area of jurisdiction.

Towards this goal, the Chris Hani District Municipality (CHDM) has embarked on a programme to develop an Integrated Human Settlements Sector Plan (IHSSP) and an Emergency Human Settlements Policy for the District and the Local Municipalities under its area of jurisdiction.

There are local challenges that are facing CHDM in terms of human settlements developments and these challenges require urgent attention to ensure that government objectives are achieved. There are numerous difficulties encountered by the Local Municipalities (LMs) within the district in fulfilling the need for human settlements infrastructure, social development, the availability and ownership of land, bulk infrastructure and other factors.

As one of the planning tools for local government in terms of its developmental role, the HSSP aims at ensuring, orientating and refocusing the municipality's vision and mission in the performance of its development role of human settlements development. The Housing Act (Act 107 of 1997) also guides and informs the preparation of Human Settlements Sector Plans.

1.2 PROJECT PURPOSE

The purpose of this document is to analyse the human settlements situation and then compile a well credible researched human settlements sector plan with all social, economic and demographic indicators impacting on human settlements planning and delivery with an emergency human settlements policy for the CHDM.

The main purpose of this assignment is two poned, that is:

- To determine the current state of human settlement throughout the District in terms of the of the current delivery status and in order to determine the human settlements demand to guide the compilation of the human settlements status quo report; and
- To develop a new integrated human settlements sector plan for CHDM to incorporate with the development of emergency human settlements policy for CHDM.

This HSSP will therefore aim to outline the needs and demands for housing, respond to issues underlying provision of human settlements and make proposals for strategic human settlements interventions.

Amongst others, the objectives of a Human Settlements Sector Plan will be as follows:

- To accelerate the delivery of houses as key for poverty alleviation.
- To utilise provision of human settlements as a major job creation strategy.
- To leverage growth in the economy.
- To combat crime, format social cohesion and improve quality of life for the poor.
- To support the function of the entire single residential property market to reduce duality within the sector by breaking the barriers between the first economy residential property boom and the second economy slump.
- To ensure the effective allocation of limited resources (specifically financial and human) to a large pool of potential development interventions.
- To provide a formal and practical method of prioritising human settlements projects and obtaining political consensus from for the sequencing of their implementation.
- To ensure more integrated development through bringing together the relevant cross-sectoral role players to coordinate their development interventions.
- To provide greater spatial linkages between the spatial development framework and the physical implementation of projects on the ground

- To ensure that there is a definite human settlements focus for the IDP.

This document sets the context of the existing situation in ELM area, the legal and policy setting and the various plans for human settlements delivery. It also provides a desktop situation analysis of the local municipality giving the current reality in terms of the demographic characteristics, social, economic and environmental situation. Again, the participatory planning process is also outlined. The various challenges facing housing delivery are described according to the information obtained from the survey and relevant documents.

This section outlines the current human settlements legislation and policies as they affect human settlements delivery in the municipalities.

2 LEGISLATIVE AND POLICY MANDATES

2.1 LEGISLATIVE FRAMEWORK

The following is a summary of the main pieces of legislation, as well as policy directives, applicable to the integrated human settlements development environment.

Legislation	Purpose and Specific Provision
The Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996)	This Act forms the basis for the executing the mandate of the Department of Human Settlements with particular reference to Section 26 and Schedule 4. Section 26 guarantees the rights to have access to housing as a basic human rights and the State is mandated to take steps to achieve the progressive realization of this right. Schedule 4 ensures that the National and Provincial governments have concurrent legislative competence. This schedule guides the assignment of delegations of section components of the housing functions to municipalities.
The Housing Act, 1997 (Act No. 107 of 1997)	This Act lays down general principles applicable to housing development in all spheres of government. The Act defines the functions of national, provincial and local governments in respect to housing development and provides for financial arrangements for housing development. This Act further creates the provision for all spheres of government to give priority to the needs of the poor in respect of housing development.
Prevention of Illegal Eviction from Unlawful Occupation of Land Act, 1998	This Act repeals the Prevention of Illegal squatting act (Act 52 of 1951) and makes provision for a fair and equitable process to be followed when evicting people who have unlawfully invaded land, from their homes. The Act makes it an offence to evict without following the due process of law.
The Housing Consumer Protection Measures Act, 1998	The Act provides for the establishment of a statutory regulating body for homebuilders. The National Home Builders Registration Council (NHBC) registers builders engaged in certain categories of housing construction, and regulates the home building industry by formulating and enforcing a code of conduct.
The Rental Housing Act, 1999 as amended	The Rental Housing Act repeals the Rent Control Act (1976) and defines government responsibilities in respect of rental housing property. The Act establishes the Rent Tribunal to regulate and promote sound relations between landlords and tenants. There is a clear requirement to stimulate the rental housing market.

Legislation	Purpose and Specific Provision
Social Housing Act, No.16 of (2008)	The Act provides for the establishment of affordable rental accommodation for low to medium income households in designated Restructuring Zones i.e. places of economic opportunities, enabling spatial and social integration.
Home Loan and Mortgage Disclosure Act, 2000	This Act provides for the establishment of the Office of Disclosure and the monitoring of financial institutions serving the housing credit needs of communities to disclose information and identifies discriminatory lending patterns.
Sectional Titles Act, 1986 (Act No. 95 of 1986) as Amended	This Act provides for the division of buildings into sections and common property and for the acquisition of separate ownership in sections coupled with joint ownership in common property.
The Deeds Registries Act, 1937 (Act No. 47 of 1937)	This Act governs the entire set of procedures and requirements for registering ownership and transfer of land.
National Building Regulations and Building Standard Act, No. 103 of 1997 (Act No. 103 of 1997)	The Act provides for the promotion of uniformity in the law relating to the erection of buildings in the areas of jurisdiction of local authorities, and for the prescribing of building standards.
Municipal Systems Act	.
Interim Protection of Informal Land Rights Act, IPILRA, 1996 (Act No. 31 of 1996)	This Act aims to protect a category of rights to land – called ‘informal rights’ – held by people living in rural areas of the former homelands and South African Development Trust (SADT) areas.
State Land Disposal Act, 1961 (Act No. 48 of 1961)	The Act provides for the disposal of certain State land and for matters incidental thereto, and to prohibit the acquisition of State Land by prescription.
Land Administration Act, 1995 (Act No. 2 of 1995)	The Act provides for the delegation of powers and the assignment of the administration of laws regarding land matters to the provinces. It also provides for the creation of uniform land legislation.
Public Finance Management Act, 1999 (Act No. 1 of 1999)	This Act regulates financial management in National Government and Provincial Government, to ensure that all revenue, expenditure, assets and liabilities of those governments are managed efficiently and effectively.
Promotion of Access to Information Act , 2000, Act No. 2 Of 2000), as amended	The Act underlines the importance of access to information for an open, democratic, transparent society. The Act gives legislative form to Section 32 of the Bill of Rights of the Constitution and should be interpreted as legislation giving effect to a constitutional right.
Broad Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003)	The Act aims at promoting the achievement of the constitutional right to equality by increasing broad-based and effective participation of Black people in the economy. It also sets parameters for the development of the Property Charter and the Construction Charter as mechanisms to secure commitment from stakeholders in the construction and property industries.
Division of Revenue Act (DoRA)	Makes provision for the equitable division of revenue raised nationally, among the National, Provincial and Local spheres of government and the responsibilities of all three spheres pursuant to such division and for matters connected therewith. The Integrated Housing and Human Settlement Development Grant is managed in terms of the DoRA.

Legislation	Purpose and Specific Provision
Inter-governmental Relations Framework Act of 2005	Establish a framework for National, Provincial and Local spheres of government to promote and facilitate the settlement of intergovernmental disputes and matters connected therewith.
Skills Development Act & Skills Development Levies Act	This Act regulates the training and Development of the employees and the funding thereof.
Preferential Procurement Policy Framework Act, No 5 of 2000	This Act gives effect to Section 217, Chapter 3 of the Constitution by providing a framework for the implementation of the Procurement Policy contemplated in Section 217, Chapter 2, of the Constitution and to provide for matters connected therewith.
Disaster Management Act, 2002	This Act mandates each province as well as each district and metropolitan municipality is, in terms of sections 28 and 42 of the Disaster Management Act, 2002, to “establish and implement a framework for Disaster Risk Management (DRM) aimed at ensuring an integrated and uniform approach to DRM” in its jurisdiction by all provincial and municipal organs of state, etc.
Occupational Health and Safety Act	It regulates the Health and safety issues in the workplace

Policy Framework

Policy	Brief Description of the Policy
White Paper: A new Housing Policy and Strategy for South Africa, 1994	Commits Government to the establishment of socially and economically integrated communities situated in areas allowing convenient access to economic opportunities as well as health, educational and social amenities.
National Housing Code, 2000 (Revised in 2009)	Provides administrative guidelines for implementation of national housing policy. It sets the underlying policy principles, guidelines and norms and standards which apply to government’s various housing assistance programmes.
The Comprehensive Plan for the Development of Sustainable Human Settlements (Breaking New Ground (BNG), 2004)	<p>A multi-dimensional plan focusing on improving the quality of living environments, new tenure options, integration, fast track delivery, capacity building and anti-corruption measures. The comprehensive Plan is supplemented by seven business plans:</p> <ul style="list-style-type: none"> • Stimulating the Residential Property Market; • Spatial Restructuring and Sustainable Human Settlements; • Social (Medium-Density) Housing Programme; • Informal Settlement Upgrading Programme; • Institutional Reform and Capacity Building; • Housing Subsidy Funding and System Reforms; and • Housing and Job Creation.
Policy on Emergency Housing Assistance within urban and rural contexts	<p>Facilitate programmes that will ensure speedy provision of temporary housing relief to people, in urban and rural areas within the province of the Eastern Cape, who find themselves in emergency situations. These include the following categories of households:</p> <p>Those whose existing shelters have been destroyed or damaged by natural causes, (e.g. tornados, flooding, fire, etc.);</p>

Policy	Brief Description of the Policy
	Those whose existing houses are located in prevailing situation that poses an immediate threat to their lives, health and safety, (buildings that are not conducive for human habitation, environmentally unsafe areas, etc.) Those evicted or face a threat of imminent evictions (e.g. farm-dwellers and worker, tenants, etc.)
Policy on Housing People Infected with and affected by HIV and AIDS / people with disability	The policy overcomes the barriers affecting housing delivery to HIV and AIDS victims and orphans who are always left destitute as well as people with disability, by enhancing their sustainable human settlements. Ensure that there is uniform and equitable approach in the utilization, provision and management of facilities that are funded and managed under the ambit of this policy.
Supply Chain Management Policies and Procedures	Procurement Policy for Urgent Interventions for Housing Delivery in the Eastern Cape- deals with elimination of backlog in housing delivery and accelerated housing delivery.
Acquisition Management Manual	It provides guidelines that regulate procurement of goods and services by organs of state in a fair, competitive, cost-effective, transparent and equitable manner.
Compliance and Risk Management Policies	Compliance to policies and eliminate risks in the procurement of goods and services to fulfil the provisions of the Public Finance Management Act.

2.2 HOUSING INSTITUTIONAL FRAMEWORK

The Housing Act, 1997 (Act No. 107 of 1997) assigns the three spheres of government the responsibility of ensuring that: “the need of the poor in respect of housing development is given priority by government; government consults meaningfully with individuals and communities affected by housing development; housing development is economically, fiscally, socially and financially affordable and sustainable”.

The Housing Act further clarifies the role and responsibility of the national, provincial and local spheres of government with regard to housing development but when it comes to the local sphere of government, the Housing Act does not differentiate between the District and Local Municipality. Constitution of 1996, however, defines Category C municipality as a municipality that has municipal executive and legislative authority over an area that includes more than one local municipality. This, in effect, means that the immediate constituency of a district municipality is its local municipality not communities.

In terms of the Municipal Structures Act No. 117 of 1998, a district municipality is expected to build the “capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking. A district municipality may provide services to citizen directly when that affects significant proportion of municipalities in the district.

The table below summarizes the roles and responsibilities of the various spheres of government in relation to housing delivery:

National	Provincial	Municipality
To establish and facilitate a sustainable national housing development process (Sect. 3(1)) National housing policy	To promote and facilitate the provision of adequate housing in the Province, within a framework of national policy, after consulting the provincial	As part of the process of integrated development planning, to ensure within the framework of national and provincial housing legislation and policy, that the right to have access to adequate

National	Provincial	Municipality
<p>Goals - setting broad national housing delivery goals; facilitating setting of provincial housing delivery goals; where appropriate, facilitating setting of municipal housing delivery goals in support of national and provincial goals - Sect. 3(2)</p> <p>Funding - negotiate for the national apportionment of the state budget for housing and based on DORA formula, determines conditional grant allocations - Sect 3(4)</p> <p>Performance Monitoring - monitors performance of all three spheres of government against housing delivery goals and budget- Sect3 (2)(c)</p> <p>Capacity Building – assists provinces to develop administrative capacity – Sect 3(2)(d) and, supports and strengthens municipalities - Sect 3(2)(e)</p> <p>Consultation – promotes consultation between National and housing sector, including other spheres of government - Sect 3(2)(f)</p> <p>Communication – promotes effective communication i.r.o. housing development- Sect 3(2)(g)</p>	<p>organizations representing municipalities (Sect 7(1)) <i>Provincial policy</i> determined - Sect. 7(2)(a) Provincial legislation to ensure effective housing delivery - Sect. 7(2)(b) Capacity Building – support and strengthen municipalities - Sect 7(2)(c) and (e) Housing development – to co-ordinate housing development in the Province - Sect 7(2)(d) Intervention – when municipality fails to perform functions i.t.o. Housing Act - Sect 7(2)(f) Planning- Multi-year plan to be prepared - Sect 7(2)(g) Municipal Accreditation -Sect 10</p>	<p>housing is realized on a progressive basis (Sect 9(1)) Housing delivery goals – to be set for municipal area in annual housing Plan Sect 9(1)(b) Housing development - initiate plan, co-ordinate, facilitate, promote and enable appropriate housing development in municipal area - Sect 9(1)(f) Land for housing – identify and designate land for housing development- Sect 9(1)(c); plan and manage land use and development- Sect 9(1)(h) Health and safety – Sect 9(1)(a)(ii) Efficient Services - water, sanitation, electricity, roads, storm water drainage and transport to be provided in economically efficient manner - Sect 9(1)(a)(iii) Public environment - to be created and maintained to be conducive to housing development- Sect 9(1)(d) Conflict resolution - in respect of conflict arising in housing development - process - sect 9(1)(e) Bulk and revenue generating services- to be provided by municipality where not provided by specialist utility suppliers – Sect 9(1)(g)</p>

2.4 HOUSING PROGRAMMES

The Housing Act, 1997 (Act No. 107 of 1997) outlined the various housing development programmes that serve as instruments for the implementation of the national housing policy. The following represents the various housing programmes.

National Housing Programme	Policy Objective
Individual subsidy	To assist beneficiaries to acquire ownership of fixed residential properties for the first time and to enable them to buy existing homes or homes in projects not approved by the Provincial Department of Human Settlements.
Project-linked subsidy	To assist beneficiaries to acquire ownership of fixed residential properties for the first time and to enable them to buy homes in projects approved by the Provincial Department of Human Settlements
Project-linked Consolidation subsidy	To enable beneficiaries who have only received serviced sites under the previous dispensation and who hold ownership rights to such sites to provide or upgrade a top structure on such site.
Discount Benefit Scheme	To promote home ownership among tenants of State-financed rental stock, including formal housing and serviced sites. In terms of this Scheme. Where the discount amount equals or exceeds the purchase price or loan balance, the property is transferred free of any further capital charges.
Institutional Subsidy	To provide subsidised accommodation through institutions, to persons who qualify for individual ownership subsidies on the basis of secure tenure such as rental, instalment sale, share-block, etc. This subsidy type is utilised through social housing
People's Housing Process (PHP)	To support people who want to build or manage building of their homes themselves to access consolidation, project-linked, institutional and rural housing subsidies as well as other support measures.
Housing for the Disabled	To enable disabled persons to access housing
Consolidation Subsidy Programme	Available to beneficiaries of previous government housing assistance schemes who received serviced stands in ownership. Beneficiaries of such stands may apply for further assistance to construct a house on their stands or to upgrade their house they have constructed from their own resources.
Rural Housing subsidy: Informal Land Rights	Facilitate project based housing development for beneficiaries on communal land. Can be addressed through appropriate funding, institutional, decision-making and management framework for the programme.
Emergency Housing Programme	It provides temporary assistance in the form of secure access to land and/or basic municipal engineering services and/or shelter in a wide range of emergency situations.
Informal Settlement Upgrading	To facilitate the structures in-situ upgrading of informal settlements as opposed to relocation to achieve tenure security, health and security and empowerment.
Social Housing	Contribute to the government vision of economically empowered, non-racial, and integrated society living in sustainable human settlement through national priority to address structural, economic, social and spatial dysfunctionalities.
Community Residential Units (CRUs)	CRU aims to facilitate the provision of secure stable rental tenure for lower income persons, households with income between R800 and

National Housing Programme	Policy Objective
	R3 500 per month who are not able to enter the formal private rental and social housing market.

3 PARTICIPATORY PROCESSES AND METHODOLOGY

Public participation as it is the most powerful tool that shapes development practices will form one of the principles of this Human Settlements Sector Plan (HSSP). This process will ensure involvement of different actors, especially the Local Municipality, District Municipality, and other stakeholders such as the Provincial Department of Human Settlements. The quality of this HSSP process is dependent on the level of involvement and participation of the interested and affected parties, most especially the Local Municipalities, who will have to adopt the HSSP into their IDPs. This is a democratic process through which municipalities were requested to identify their needs, voice their demands in order contribute to the improvement of the livelihoods of their people.

These major actors will be involved in all the phases of planning process. This means that the process promotes decentralization of resource allocation and enhances transparency and accountability in the management of public goods. It is also an important factor in the efficiency and effectiveness of the project design and implementation. Although the process itself can be time consuming, the involvement gives the local municipality a sense of ownership and a sense of responsibility thereby guaranteeing better project performance. The human settlement sector planning process of the development of this HSSP follows that of the IDP and will be undertaken in five phases (See Figure 3.1) as follows:

Phase 1: Inception and Analysis

At this stage, the project vision was identified and a detail project plan was developed. This was followed by a project introductory session, whereby the project was introduced to both local and district office of the Department of Human Settlements by CHDM. Institutional Arrangements were discussed to guarantee the involvement of various local municipalities. A project Inception report was then developed and submitted to the CHDM.

The analysis stage involved two processes, namely, desk-top analysis and field interview involving administration of questionnaire from relevant data sources. The broad aim of this phase was to identify human settlements demand.

The desk-top analysis gives an overview of the legislative framework on human settlements as well as the municipality's current situation with regards to human settlements development and management. Taking into consideration the legislative and policy documents relevant to human settlements delivery as well as the municipality's IDP and SDF, information on the human settlements needs and demands were revealed. A report was then compiled, which enables an informed assessment of the level of human settlements development to be undertaken within the municipality. This report was presented in order to provide the municipality with information on the status and also to get an understanding of the current human settlements and related conditions.

The phase of the situation analysis also involved the development and administration of questionnaire. Unlike the previous phase, this phase was more interactive. It aimed at acquiring more detailed and updated

information on the municipality's human settlements situation. This included an investigation of human settlements backlog / need, land availability, access to infrastructure, human resource capacity to deal with human settlements issues within the municipality, and other issues relevant to human settlements delivery. Fieldwork was also undertaken to physically engage with the key issues affecting the municipality as well as investigations on particular issues of critical importance to human settlements. This was followed by a workshop at a local level, which aimed to identify and discuss all the key issues and challenges affecting human settlements development. A District Coordinating Committee Meeting where all the municipalities were represented was held. All the information was then analyzed and collated to form a consolidated situation analysis report.

Phase 2: Formulation of Human Settlements Strategy

After all key issues have been identified; the vision and mission statements indicating where the municipality would like to go in terms of human settlements delivery were developed. Objectives and strategies on how to achieve this vision were thereafter developed. Careful consideration of all the above challenges and available resources and potential needs were considered. These were meant that the municipality finds more appropriate, innovative and cost-effective solutions for resolving the identified human settlements issues as targets for human settlements delivery were specified and the methodology for their achievement clarified in this phase. Again local and district municipalities workshop / forum was held and a report was then produced detailing the human settlements vision, goals, objectives and strategies.

Phase 3: Projects Identification

Human settlements projects will be formulated at this phase and these must fundamentally related to the achievement of the objectives and strategies developed in phase 2 above. Information on human settlements demand must be obtained from the municipalities and other sources.

Phase 4: Integration

The compilation of sector programmes and plans is meant to ensure that the collective impact and resource requirement of individual human settlements projects makes most efficient use of all available resources.

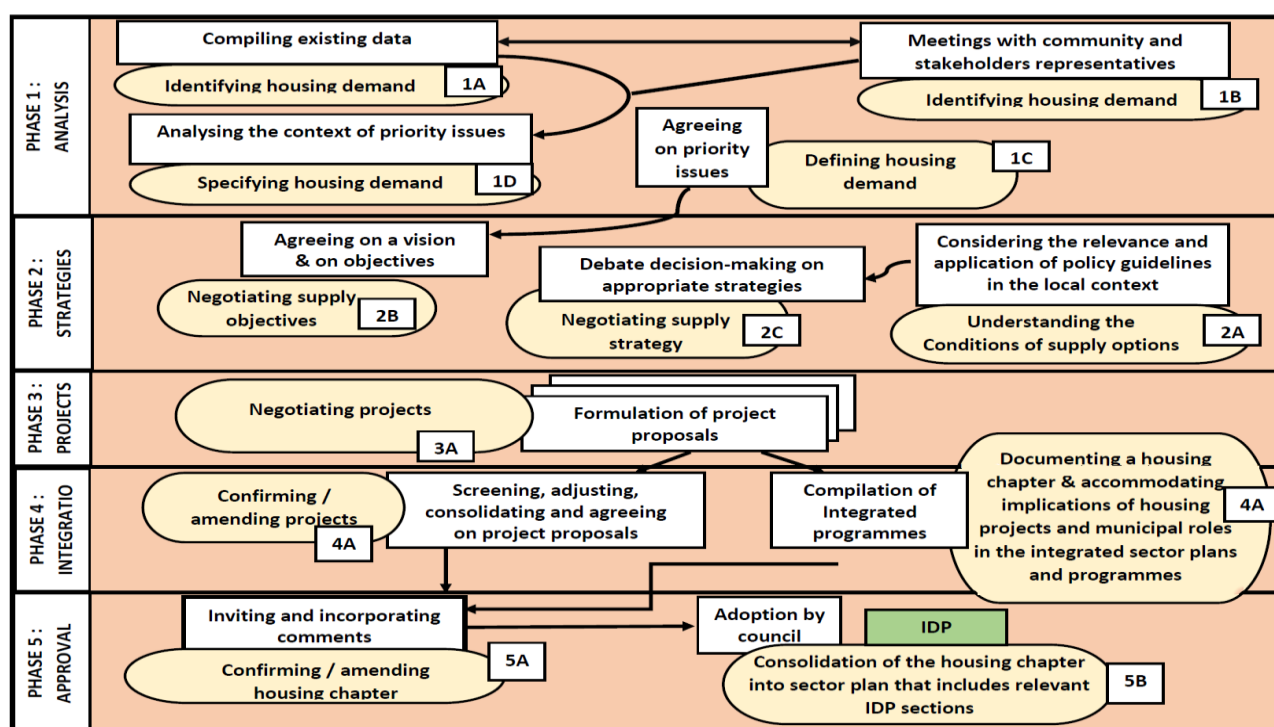
Phase 5: Final Human Settlements Sector Plan and Approval

This final phase deals with the identification of actions that will be undertaken in order to achieve realistic solutions for effective human settlements development within each local municipality. A draft Human Settlements Sector Plan (HSSP) will be prepared, with an implementation plan. Amongst others, the phase will involve the following:

- Alignment with overall IDP objectives and strategies
- Consolidation of the requirements of individual human settlements projects from resources available
- The technical, financial, environmental and institutional viability of projects
- The achievement of coherence and integration between the projects of different sectors
- The process of closing off with the documentation of housing related information into a 'human settlements chapter' within the IDP.

In support of the above, a workshop will be held to discuss and agree upon, the quantum targets and budget requirements for all the Key Performance Areas will be indicated. This ensures an implementable HSSP. The draft HSSP will then be presented to Council for approval and will be reviewed annually.

Figure 3.1: Human Settlements Sector Planning Process



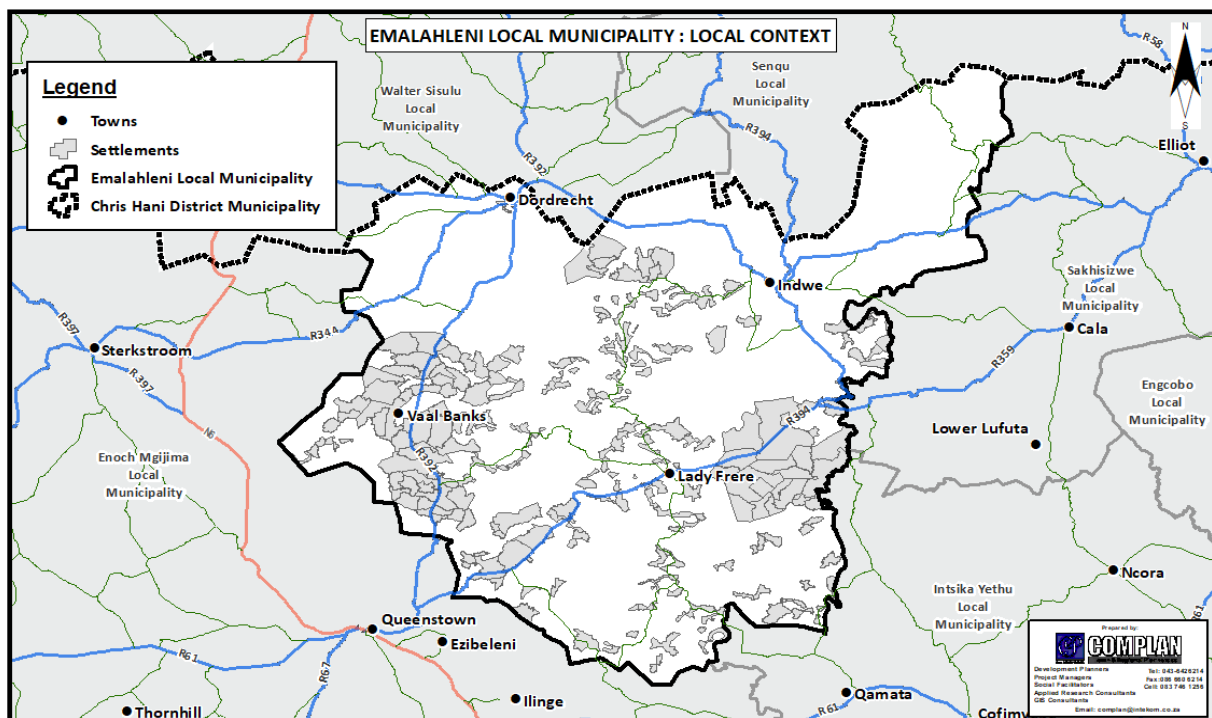
Adapted from Municipal Housing Sector Manual, 2006

4 SITUATION ANALYSIS

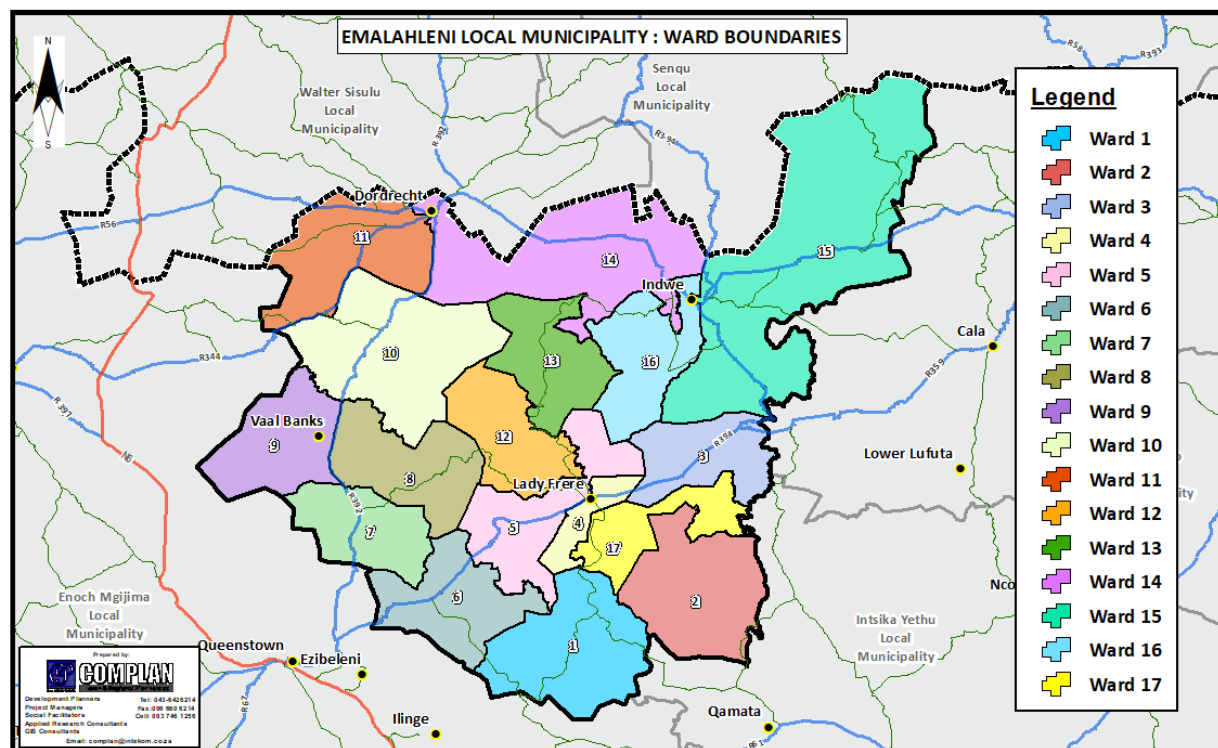
4.1 LOCALITY AND DESCRIPTION

The Emalahleni Local Municipality (ELM) is located on the northern central part of the Chris Hani District Municipality (CHDM) with major centres in Lady Frere, Dordrecht and Indwe. It is approximately 16km North East of the town of Queenstown which is the District's administrative centre. It has seventeen (17) wards

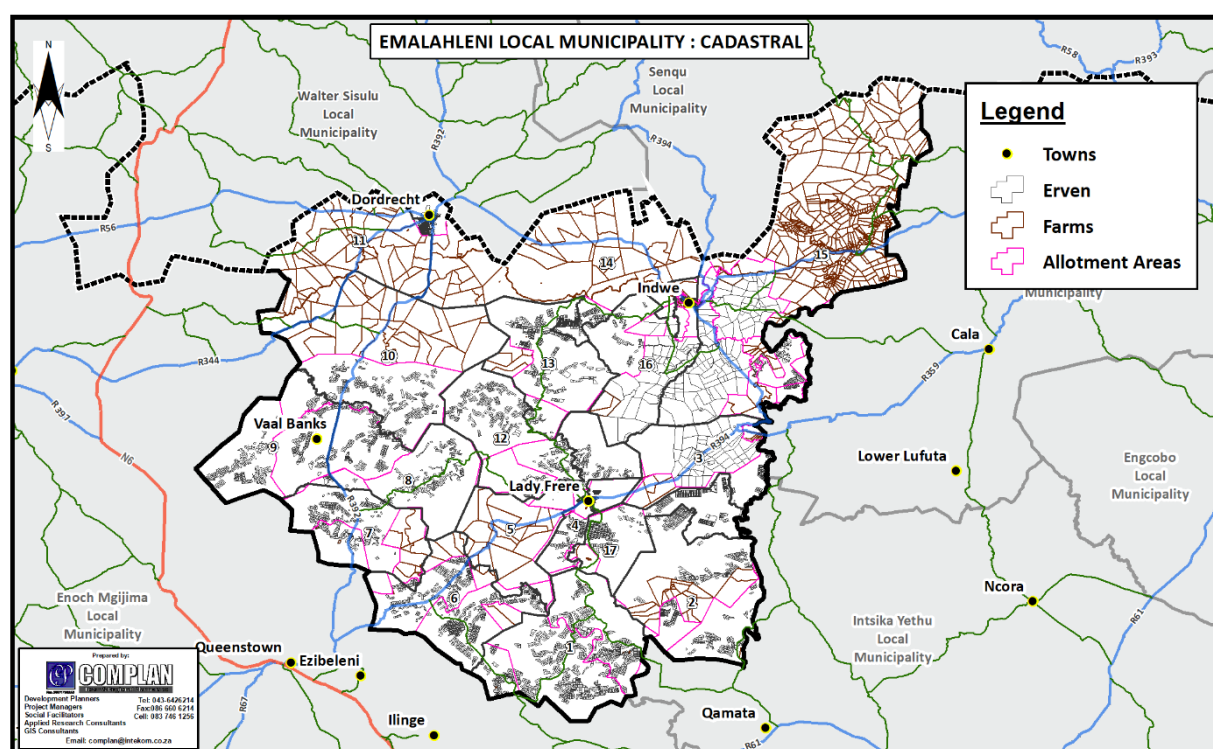
Plan 4-1: Regional context



Plan 4-3: Ward boundaries



Plan 4-4: Cadastral



4.2 DEMOGRAPHIC INDICATORS

The population of Emalahleni Local Municipality is approximately 124 532 people which spread across seventeen (17) wards. The population growth rate over the past five years is estimated at -0.5% per annum. There are an estimated 27 008 households in the municipal area. The average household size is estimated at 4.1 for ELM. Comparisons between Census 2001, 2011 and Community survey 2016 indicate that the population of the municipal area decreased from 121 820 in 2001 to 119 461 in 2011 and again increased to

124 532 in 2016 and between 2011 and 2016 the population increased by 5 017 people which is approximately 4.1%.

In 2016 the average household size has decreased from 31 681 in 2011 to 27 008 in 2016. Increased average household size has important implications on in terms of demand and allocation of resources i.e. housing, social amenities and economic opportunities.

Table 4-1: Population growth

	Census 1996	Census 2001	Census 2011	Community Survey 2016	Av. growth per annum 1996 - 2011
Population	129 027	121 820	119 461	124 532	-0.51%
Household	26 722	27 280	31 681	27 008	1.14%
Average HH Size	4.8	4.5	3.8	4.7	

Source: Census 1996, Census 2001, Census 2011 and Community Survey 2016

4.2.1 Population Projection

The HSSP should provide a trend analysis to inform future growth. Population projections have become very important in predicting the development of a particular area in terms of housing provisions. Through population projections, the municipality will know how many houses, schools, job opportunities, community facilities need to be developed to provide for the Emalahleni local municipality's population for future purposes.

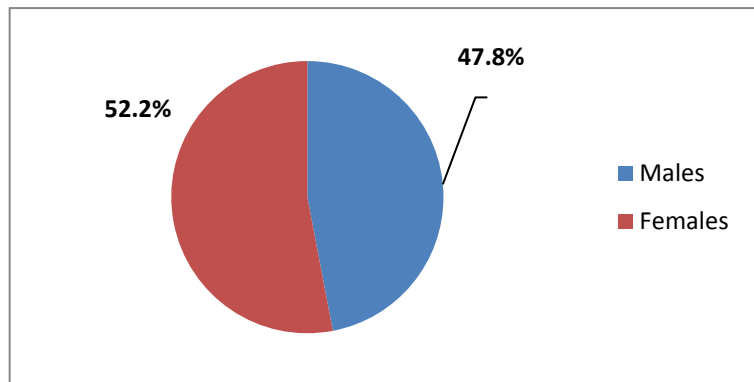
Based on the present age-gender structure and the present fertility, mortality and migration rates, Emalahleni municipality is population is projected to grow at an average annual rate of 0.70% from 125 000 in 2016 to 130 000 in 2021. Therefore housing officials, planners, municipal and government officials need to plan for the municipality according to such figure.

Year	2016	2017	2018	2019	2020	2021	2022	2023
Population								

4.2.2 Gender Distribution

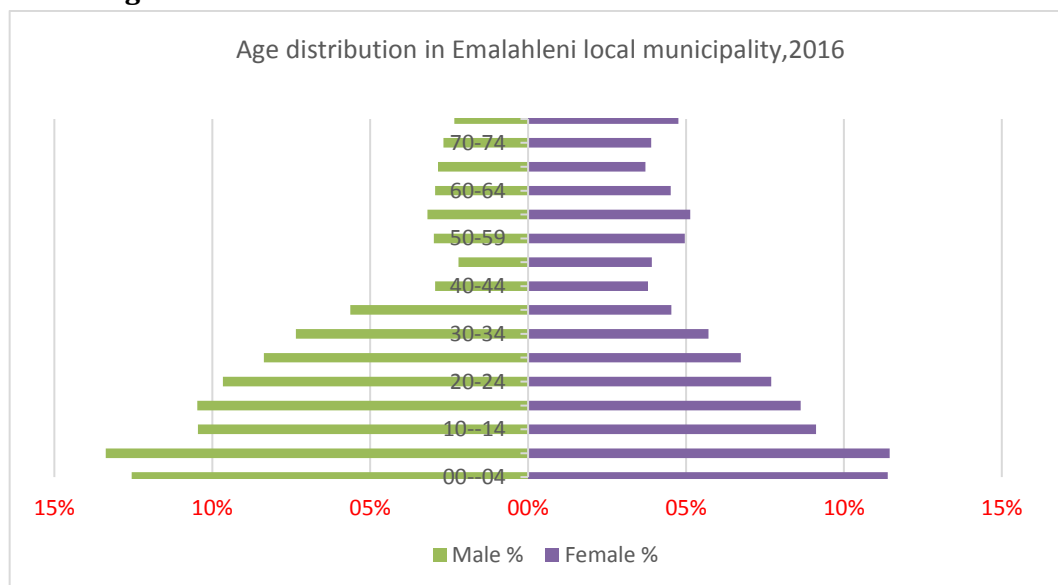
In terms of gender distribution, females dominate with 52.2% (65 042) while males account for 47.8% (59 490). This means that there are more females in the study area than males. The different in the ratios might be attributed to high mobility of the male population to other places of employment in search of job opportunities. The above suggest a need to implement a gender-sensitive approach to local economic development initiatives and housing provision to suit both male and female households. The economic development initiatives for the area must also include skills development for both males and females to enable them to provide for their families in terms of building or buying houses for themselves.

Figure 4-1: Gender Distribution



Source: Community Survey, 2016

4.2.3 Age-Gender Distribution



Source: Community Survey, 2016

Like many municipalities in the Eastern Cape, the study area has predominantly a youthful population in terms of age distribution. The youthful population (0-19years) in the municipality amounts to approximately 86%. The working class population (20-64years) accounts for 52.5%. The percentage of the population above 65+ years accounts for 7.4%. The dependency rate within the municipality accounts for 90.5% (youth population 0-15years and population above 65+ years).

There is generally a prevalence of young people in the area. This suggests that rapid expansion is needed for job opportunities which allow them to buy or build their own houses. These job opportunities can be achieved through implementation of municipal developmental programmes. Also more social facilities are also needed to meet the needs of this category of the population in the future. This therefore suggests that service provision and social development initiatives should be targeted at youth and should be an important consideration for integrated sustainable development decisions.

4.2.4 Employment status

About 14.2% of working class population is employed and 85.8% of economic active population is unemployment and rely on the government subsidies.

Employment status	Number of people	%
Employed	9 344	14.2
Unemployed	56 380	85.8
Total (economic active population)	65 724	100.0

Source: Community Survey, 2016

4.2.5 Income level

Household income is an important determinant of welfare of a region. The ability to meet basic needs such as food, shelter and basic services largely depends on the level of household income. Poverty is associated with lack of resources to meet these aforementioned basic needs. Poverty in the community is indicated by the number of households with an income below the poverty line.

Although, the number of household that received no income decreased from 34.18% in 2001 to 15.15% in 2011, the majority of the households fall under very low income category. The bulk of the households, 71.8%, earn R3 200 and below. There is high dependency on governmental support, an indication of high poverty levels and inequality in the area and this affect the household's ability to pay for municipal services.

Table 4-2: Monthly Household Income

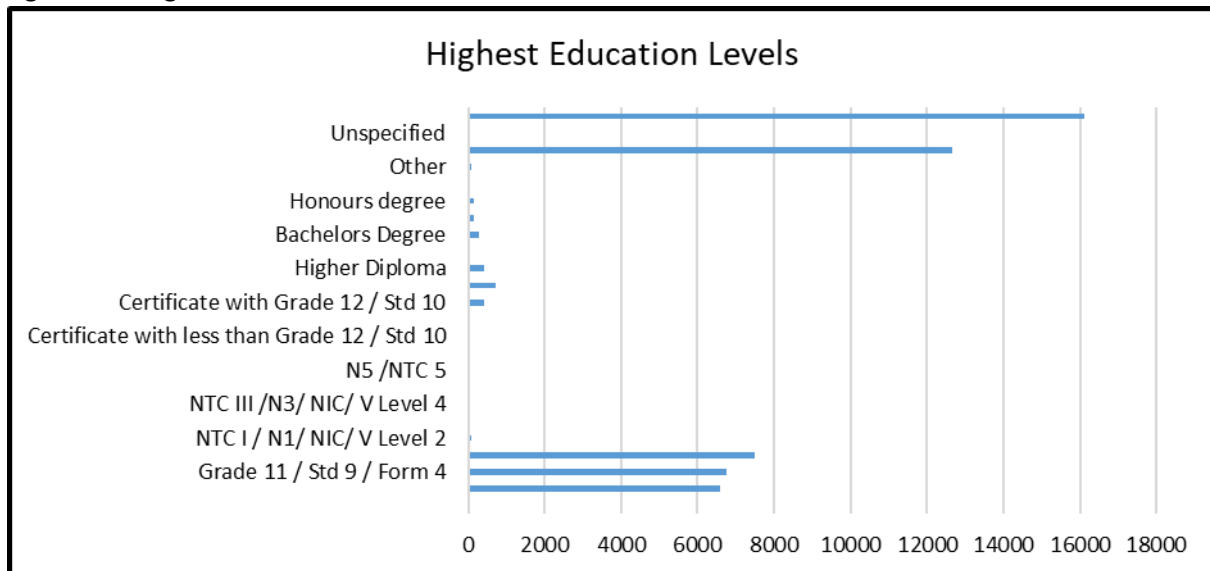
Monthly household income	2001		2011	
	No	%	No	%
No Income	8911	34.18	4803	15.15
R1-R400	1961	7.52	2037	6.42
R400-RR800	8332	31.96	3471	10.95
R800-R1600	4127	15.82	9414	29.70
R1600-R3200	1486	5.70	7836	24.72
R3200-R6400	751	2.88	2292	7.23
R6400-R12 800	337	1.29	975	3.07
R12 800-R25 600	101	0.38	546	1.72
R25 600-R51 200	12	0.04	234	0.73
R51 200-R 102 400	15	0.05	42	0.13
R102 400-R204 800	27	0.10	18	0.05
R204 800 and more	6	0.02	21	0.06
Total	26 066	100.1	31 689	100.0

Source: Census 2001 and 2011

4.2.6 Education level

About 35% of the entire population has no schooling whilst only 5% of the population has matric (Grade 12) qualification and above. The level of educational attainment is relatively very low. This situation presents a major challenge for future economic growth because essential skills for growing the economy are limited and will be further reduced by this situation in which 37% of population has no schooling at all.

Figure 4-2: Highest education levels



Source: Statistics SA 2011

4.3 SOCIO-ECONOMIC INDICATORS

The ELM is located on the central northern part of the CHDM. The LM consists of three urban development nodes, Lady Frere, Indwe, Dordrecht and five rural development nodes. A large number of households in Emalahleni can be deemed as being indigent.

According to the Census 2011 figures there is one grant for every 2.5 persons in the population. The socio-economic situation was summarised as having:

- High unemployment and poverty
- High dependency on Social Grants
- Emalahleni is an area of social transfers

The economic profile was described as:

- On both District and national scale, Emalahleni's contribution to the economy is small. Emalahleni contributes less than 1% to the National Gross Value Added (GVA).
- Lady Frere is the hub of the economic activities within the Local Municipality.
- Community services sector is the largest economic driver within the LM. In spite of its contribution to GVA, the community services sector is not an economic growth sector.

This is due to the fact that the products that drive this sector are not tradable and therefore do not result in increased economic output. As a result, they are unlikely to attract investment and by implication, cannot be relied upon to impact positively on unemployment.

4.4 INFRASTRUCTURE ASSESSMENT

Bulk water and sanitation projects

The most significant sources of water in the ELM comes from the Munnik, Anderson, Macubeni and Doringrivier (Indwe) Dams with abstraction for municipal use estimated at 3 580Ml/a. The groundwater abstraction in rural areas is estimated at 3 130 Ml/a. In addition to these water resources a significant

amount of water is available from the Xonxa Dam (4 131 Ml/a) and the Hogsett Dam could provide a yield of approximately 200 Ml/a if it could be repaired or rebuilt. A re-allocation of Lubisi Dam's water could also be availed for municipal use as the irrigation scheme is not fully utilising its allocation. Water reuse opportunities in the area are limited.

4.4.1 Water Supply

Lady Frere

The town of Machubeni (Lady Frere) in the Chris Hani District is currently supplied with potable water by a water treatment works situated to the north of the town. This water treatment works obtains raw water from a pumped water supply from the Machubeni Dam. The current volume of water being processed by the water treatment works has been measured at approximately 3.5M_/day (or 40 l/s). During severely dry winters, the water level in the dam drops but it has never been empty. Water from the water treatment works is pumped to an off-site reservoir from where it gravitates through a pipe network that extends North, West and to the South of the works to a network of domestic, commercial and institutional connections in Lady Frere and the surrounding townships and villages.

No pumps are necessary, water gravitates from the dam. Good Source Cacadu River to Macubeni Dam - Treatment Capacity of 40 l/s. Reservoirs No. 3, each 600 k_ Good Control (meters) Metered -The WTW is in good condition and not in need of substantial refurbishment

Indwe

The town of Indwe in the Chris Hani District is currently supplied with potable water from a water treatment works situated in the town on the corner of Graham and Dunn streets. This water treatment works obtains raw water from a pumped water supply from the Doring River Dam. The current volume of water being processed by the water treatment works has been measured at approximately 0.75M_/day (or 8.6_/s). During severely dry winters, the water level in the dam drops, but it has never been empty. Water from the water treatment works is pumped to two off-site reservoirs from where it gravitates to a network of domestic, commercial and institutional connections in the tow

Water is pumped from the dam to the purification works. Poor Source Doring River Dam, Extraction – 780,000 m3/year. Treatment Capacity of 90 m3/hr. Poor Reservoirs No. 2, 2,200 m3, 1,100 m3 Control (meters) Metered in Town Centre, Lower Town, and some in Mavuya. The Indwe WTW is an old facility that is in need of substantial refurbishment.

Dordrecht

The town of Dordrecht in the Chris Hani District is currently supplied with potable water by a water treatment works above and to the east of the town. The treatment works receives raw water through a pumped system from the Anderson and Munnik Dams.

Pumps Source Anderson Dam, Capacity of 2.2 M Treatment WTW Needs refurb Reservoirs No. 3, 2x 1M_, and 0.6 M_ Control (meters) Metered in Dordrecht Central. The current volume of water being processed by the water treatment works is at present unknown as the meter is inoperative. Water from the treatment works gravitates through a network of domestic, commercial and institutional connections to Dordrecht town and the hospital. Water is pumped to two off-site reservoirs from where it gravitates to a network of domestic, commercial and institutional connections in Munnikville, Senako and Tyoksville villages.

Rural Schemes

Villages in Emalahleni are currently supplied through a number of standalone rural water supply schemes and larger multi-village schemes. Using MIG and RBIG funding, Chris Hani DM is currently implementing a programme on water infrastructure construction based on a number of geographical clusters.

4.4.2 Household access to water supply

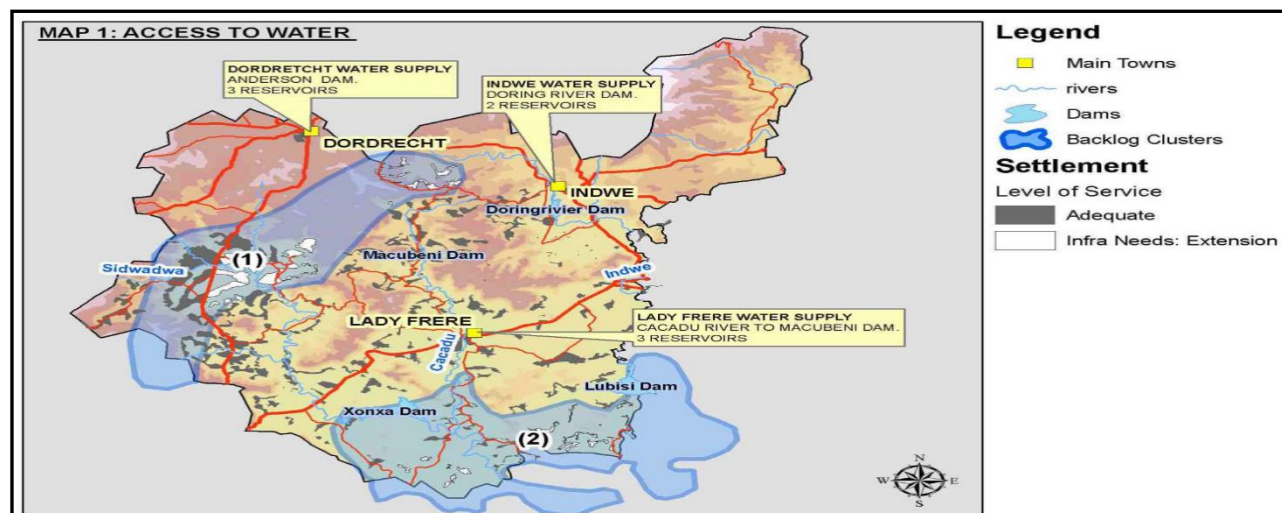
There has been a great improvement in the provision of water supply in the ELM between 2001 and 2011 as only 7.4% of the household have no access to piped (tap) water in 2011 compared with 46.9% in 2001. Secondly, 92.5% of the households have access to piped (tap) water supply in 2011 compared with 53.2% in 2001. Additionally, it is estimated that approximately 17.6% of households had access to piped water either inside their houses or yards in 2001 compared with 29.2% in 2011.

Table 4-3: Household access to Water Supply

Water Supply	2001		2011		2016	
	No	%	No	%	No	%
Piped water inside dwelling	824	3.2	2766	8.7	1 730	6.4
Piped water inside yard	3761	14.4	6510	20.5	5 080	18.8
Piped water on community stand: distance less than 200m from dwelling	4477	17.2	14400	45.4	10 600	39.2
Piped water on community stand: distance greater than 200m. from dwelling	4791	18.4	5667	17.9	3 330	12.3
No access to piped (tap) water	11747	45.1	2340	7.4	6 268	23.2
Other	466	1.8	-	-	-	-
Total	26 066	100.0	31680	100.0	27 008	100.0

Source: Census 2001 & 2011 and Community Survey, 2016

Plan 4-5: Access to water



Source: Emalahleni IDP 2016/2017

4.4.3 Sanitation Supply

Lady Frere

Sewage from the town of Lady Frere and its townships in the Chris Hani District is currently treated at a wastewater works on the outskirts of the town. The treatment works includes screens, anaerobic and

maturation ponds. 20 houses that currently use buckets are being converted to water-borne sewers under a bucket eradication programme being implemented by the LM and the Department of Human Settlements

Indwe

Sewage from the town of Indwe in the Chris Hani District is currently treated at a wastewater works on the outskirts of the town. The treatment works includes screens, anaerobic and maturation ponds. No final effluent is discharged. Households that currently use buckets are being converted to water-borne sewers under a bucket eradication programme being implemented by the LM and the Department of Human Settlement

Dordrecht

Sewage from the town of Dordrecht and the Munniksville, Senako and Tyoksville townships is pumped to the wastewater works on the outskirts of the town. The treatment works includes screens, oxidation and maturation ponds.

Rural Areas

Villages are currently served with sanitation through VIP Latrines. Coverage is not comprehensive, but the DM is currently rolling out an ambitious programme of prefabricated latrines.

4.4.4 Household Access to Sanitation

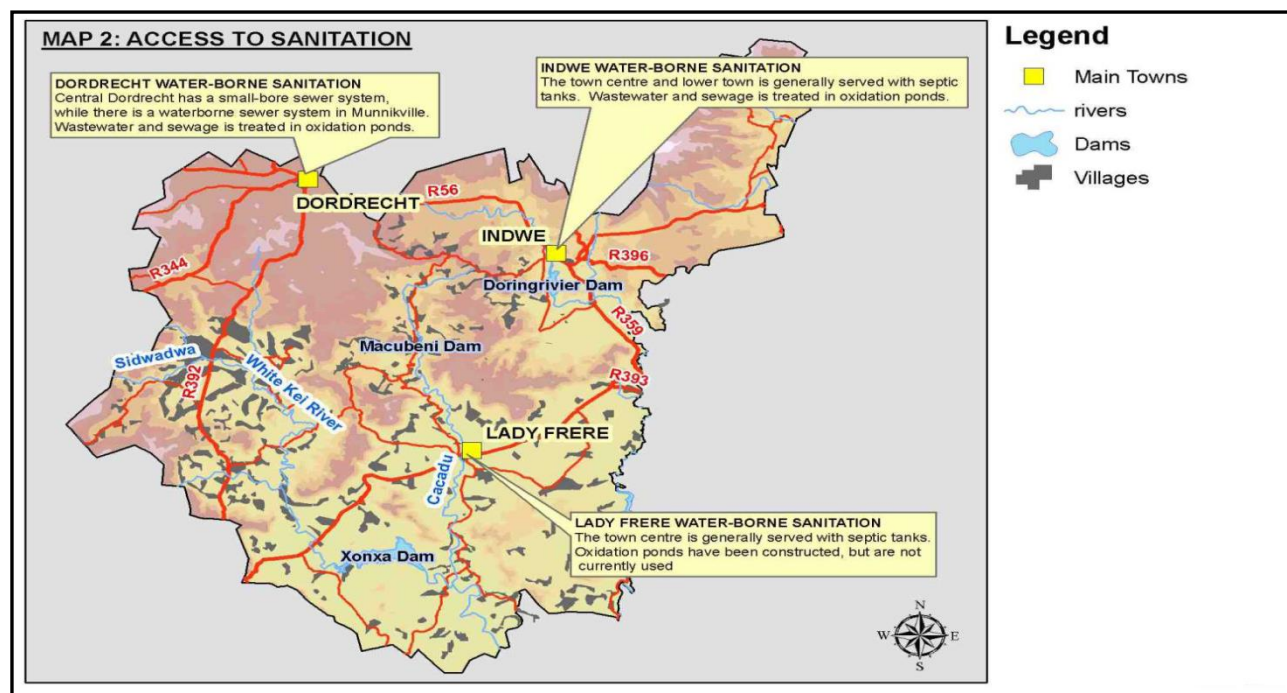
In accesses to sanitation services, there has also been a great improvement in Emalahleni LM. Households without access to sanitation services have decreased from 31.6% in 2011 to 29.2% in 2016. Households with access to sanitation facilities in form of flush toilets either connected to sewerage system or with septic tanks increased from 13.2% in 2011 to 17.8% in 2016. Sanitation backlog in the municipality currently stands at about 46.6%

Table 4-4: Household Access to Sanitation

	2001		2011		2016	
Sanitation	No	%	No	%	No	%
None	14 743	56.6	10023	31.6	7 895	29.2
Flush toilet (sewerage system)	988	3.8	3729	11.8	4 595	17.0
Flush toilet (septic tank)	217	0.8	459	1.4	217	0.8
Chemical toilet	638	2.4	2469	7.8	198	0.7
Pit toilet with ventilation (VIP)	1543	5.9	5997	19	9,400	34.8
Pit toilet without ventilation	5953	22.8	7719	24.4	4,250	15.7
Bucket toilet	1984	7.6	285	0.9	453	1.7
Other	-	-	999	3.2	-	-
Total	26 066	100	31680	100.0	27 008	100.0

Source: Census 2001 & 2011 and Community Survey, 2016

Plan 4-6: Access to sanitation



Source: Emalahleni IDP 2016/2017

4.4.5 Access to refuse disposal services

About 8.3% of households have their refuse removed by the municipality at least once per week in 2011 and increased to 10.3% in 2016. The municipality collects household refuse from all urban areas on a weekly basis. Approximately 0.9% of households have their refuse removed by local authority less often. The backlog in terms of refuse removal services in the municipality amounted to 91.1% in 2011 and decreased to 88.8% in 2016. This means that 88.8% of households in the municipality rely on their own methods of solid waste disposal. People dump their waste anywhere and this can cause air and ground pollution and can also lead to serious health problems.

Table 4-5: Refuse removal

Refuse disposal	2001		2011		2016	
	No	%	No	%	No	%
Removed by local authority at least once a week	2 825	10.8	2637	8.3	2 780	10.3
Removed by local authority less often	221	0.8	165	0.5	232	0.9
Communal refuse dump	467	1.8	528	1.7	727	2.7
Own refuse dump	12 183	46.7	20163	63.6	20 679	76.6
No rubbish disposal	10370	39.8	6885	21.7	2 590	9.6
Unspecified /other	-		1302	4.1	-	-
Total	26 066	100.0	31 680	100.0	27 008	100.0

Source: Census 2001 & 2011 and Community Survey, 2016

4.4.6 Electricity Supply

Electricity in the municipality is the main energy source for lighting. In 2011, 79.4% of the households had access to electricity which was slightly increased to 79.4% in 2016 indicating an improvement by 0.4%. The

remaining 20.6% of the household use alternative energy sources which include, gas, candles, solar and majority using paraffin.

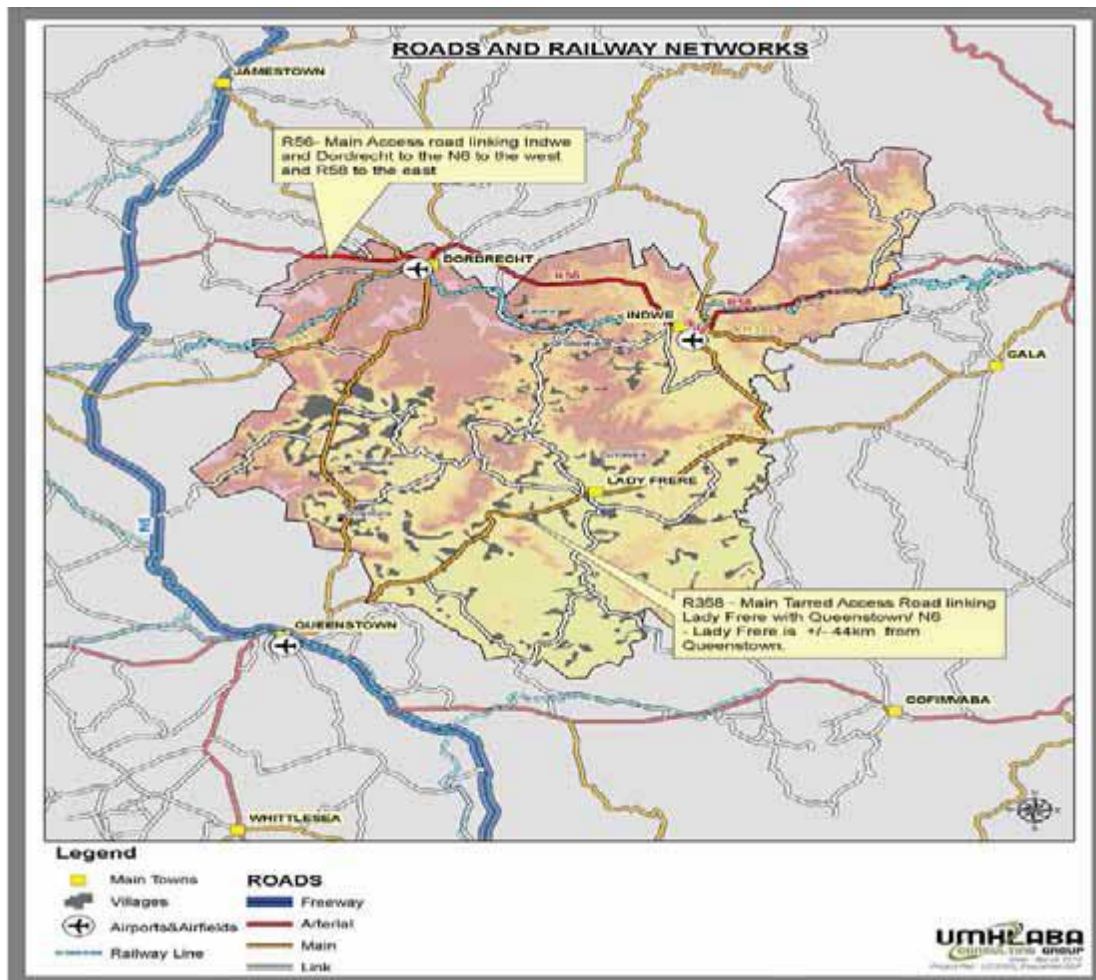
Table 4-6: Sources of energy

Energy source	2001		2011		2016	
	No	%	No	%	No	%
Electricity	12 245	47.0	24837	79	21 438	79.4
Gas	102	0.4	81	0.3	476	1.8
Paraffin	9770	37.5	3363	11	2 531	9.4
Candles	3775	14	3252	10	2 500	9.3
Solar	42	0	48	0.2	32	0.1
Other	131	1	60	0.2	31	0.1
Total	26 066	100	31 680	100%	27 008	100.0

Source: Census 2001 & 2011 and Community Survey, 2016

4.4.7 Roads and Storm water drainage

There are 4 major roads that run into or are within the municipal boundaries. The rest of the municipal area is serviced by gravel roads that link farms and rural towns to the major routes. It is often characterised by poor storm water drainage designs which often put a lot of pressure on the visual road index and surface durability especially during rainy seasons.

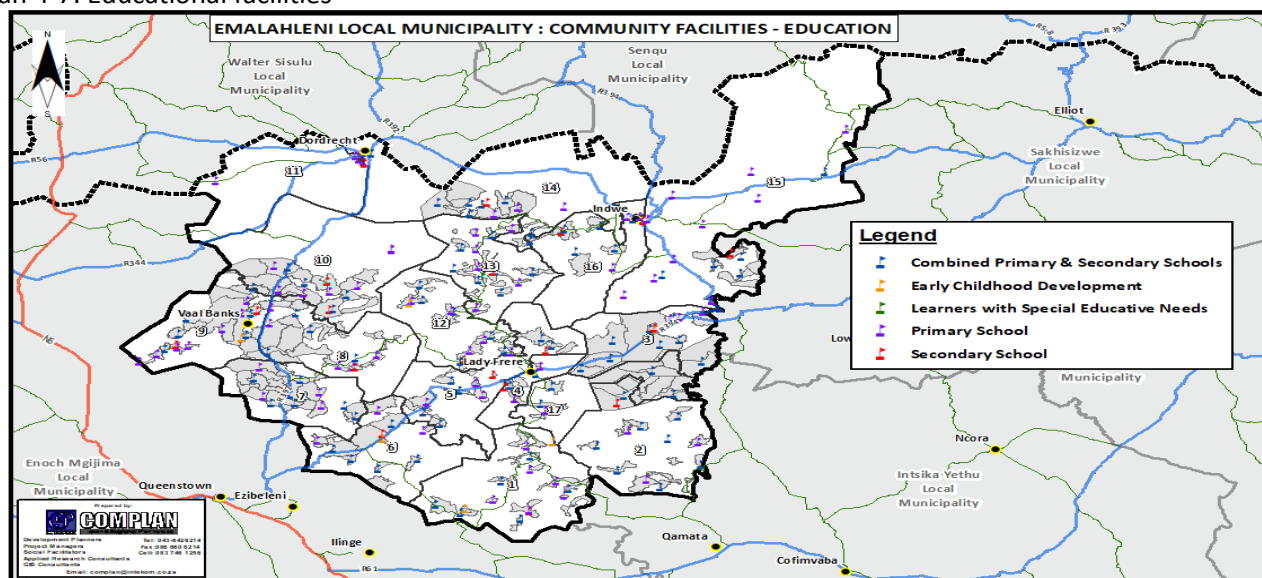


4.5 COMMUNITY FACILITIES

4.4.8 Education facilities

There are approximately 173 schools servicing Emalahleni LM. The distribution of these schools is illustrated in plan below.

Plan 4-7: Educational facilities



4.4.9 Library facilities

Emalahleni Local Municipality has a total of six (6) libraries which face challenges in terms of maintenance as there is insufficient budget for maintaining them. These libraries include Bengu Modular Library, Mhlanga Library, Tsembeyi Modular Library, Lady Frere Library, Indwe Public Library and Dordrecht Public Library. These libraries have connectivity challenges due to non-availability of electricity.

Table 4-7: Library Facilities

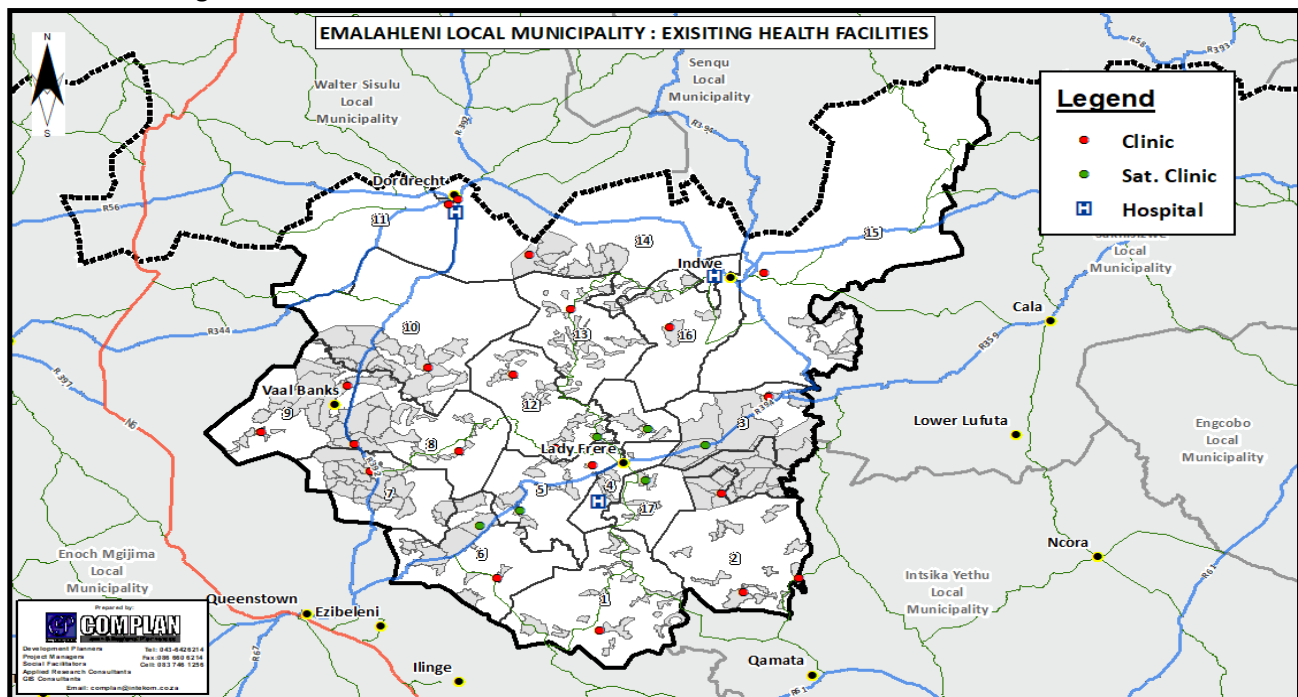
Area	Library
Lady Frere	1. Bengu Modular Library
	2. Mhlanga Library
	3. Tsembeyi Modular Library
	4. Lady Frere Library
Indwe	1. Indwe Public Library
Dordrecht	1. Dordrecht Public Library

4.4.10 Health Facilities

There are currently 35 medical & primary health care facilities in the Emalahleni Local Municipality. Of these 32 are clinics and 3 are hospitals located in Lady Frere and Dordrecht. Some of the health facilities within the district require maintenance and upgrading. There are also challenges which faced by health facilities in the district. They are as follows:

- Poor infrastructure i.e. shortage of water supply, poor road network to access the facilities, lack of telecommunication network due mountainous topography.
- Shortage of nurses and doctors

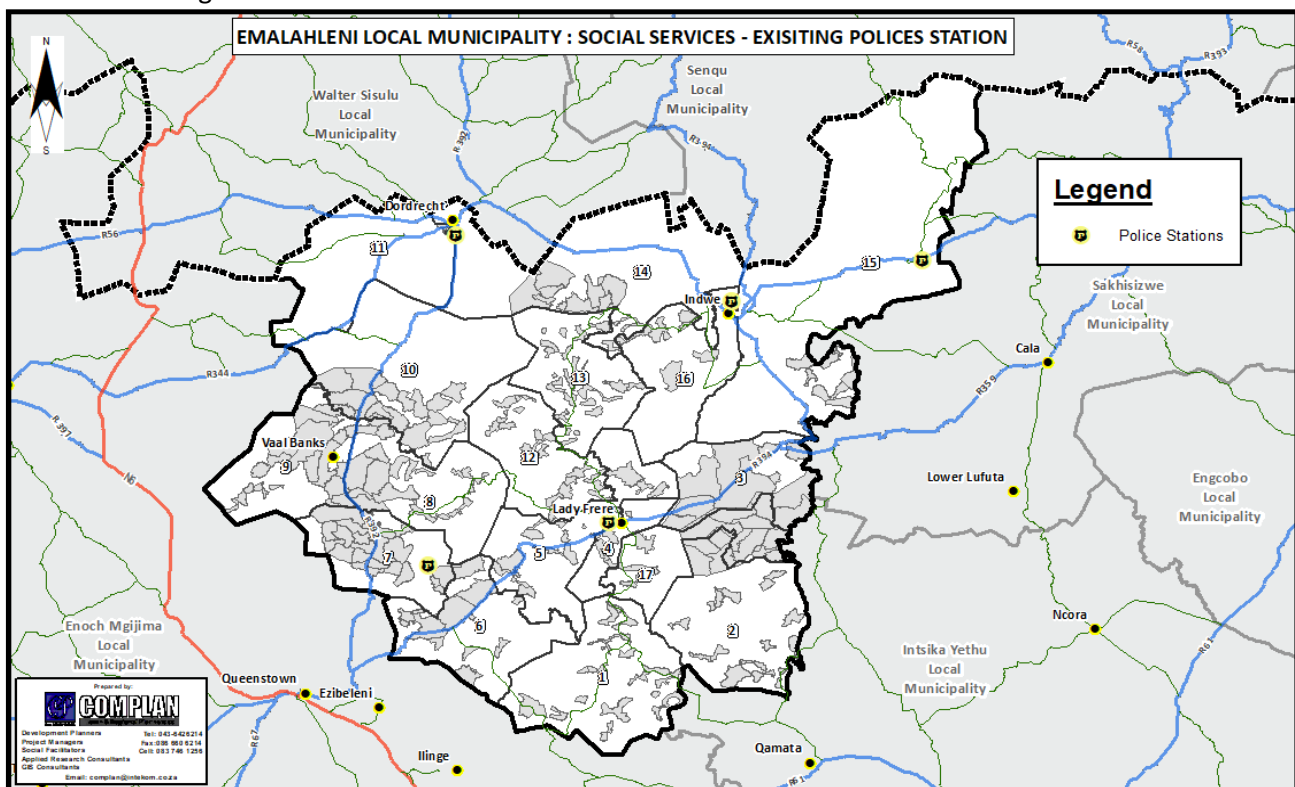
Plan 4-8: Existing Health Facilities



4.4.11 Safety and security facilities

There are currently 5 Police Stations in the Emalahleni Local Municipality.

Plan 4-9: Existing Police Stations



4.4.12 Community Halls

Community halls have multiple purposes, including a place for people to gather for meetings, a place from which information may be disseminated, and a place from which services (such as pension payouts) may be

provided. The lack of community halls means that local communities have no place to gather, partake in recreational and educational activities, and receive pensions or pertinent community information. Emalahleni Municipality has 19 community halls, 5 community halls need major renovations, 4 are under construction.

4.4.13 Disaster Management

Disaster management services are provided by Chris Hani District Municipality on behalf of the municipality. There is a dedicated Disaster Management Centre at CHDM with personnel dedicated to the function.

4.4.14 Cemeteries

The Municipality has nine (9) cemeteries; there are two in operation in Indwe, one in Dordrecht and two in Lady Frere. Each Cemetery has an existing cemetery Register. Dordrecht currently offers sale of site and grave digging services. Indwe and Lady Frere are only offering sale of site. Cemetery layout plan has been developed for Dordrecht and is to be submitted to Council for adoption. Roads and storm water channelling constructed.

Fencing, clearing of the site and marking of the graves for Lady Frere cemetery is also underway including construction of parking space through MIG funding. There are future plans to substitute the Cemetery Register with a Cemetery Management Software which will also encompass grave digging for Indwe and Lady Frere. The construction of parking bay, storm water channelling and roads have been implemented

4.4.15 Landfill Site Management

Emalahleni LM has one permitted landfill site and three registered transfer stations, which are under construction. The Municipality has obtained a closure permit for the Old Lady Frere site and Dordrecht Site. The Department of Economic Development and Environmental Affairs and Tourism Affairs and Tourism allocated an amount of R1.6 Million to ensure compliance of the site to the Norms and Standards. Fencing of the site and setting up of the guard house to restrict access has commenced.

The site at Indwe was been deemed too small to be licensed and will be incorporated in the Development that is taking place currently. The Municipality has also obtained a permit to construct and operate a Regional Landfill Site in Lady Frere. This development also entails the construction of Transfer Station at Indwe, Dordrecht and Lady Frere. There is dedicated staff for Landfill Site Management through the support of Department of Environmental Affairs. There is currently no plant and equipment for Landfill Site operation however budget has been set aside for plant hire for this purpose. Volume of waste are recorded on a daily basis and registered to SAWIS to comply with minimum requirements of NEMA.

4.4.16 Parks, Recreation and Sport facilities

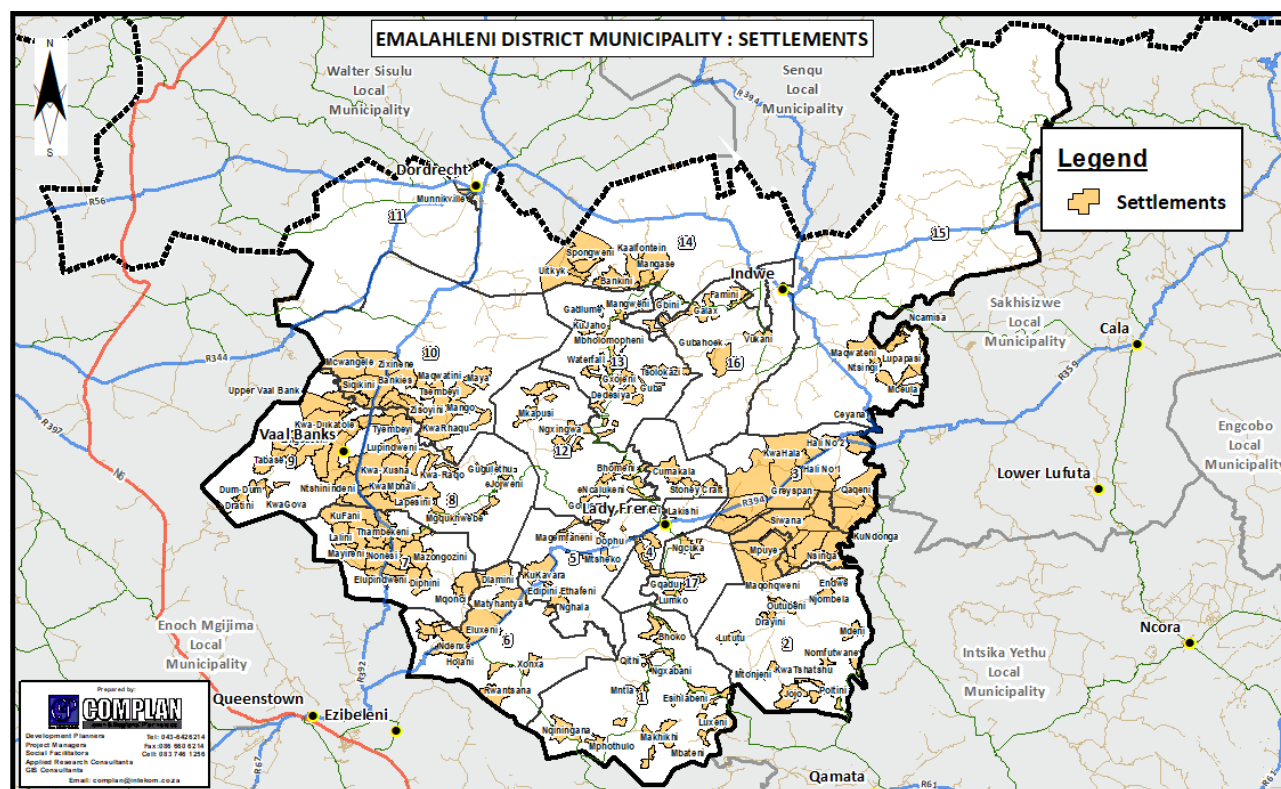
The Municipality has two Parks at Indwe and Dordrecht that need to be revived and MIG budget has been set aside for 2016/2017. A site has been identified and concept designs had been conducted for the development of a Lady Frere Park. Funds are being solicited for open space management and parks development. The municipality has three Sport Stadiums located in three towns. The Stadium in Lady Frere is currently undergoing upgrading.

4.5 SPATIAL ANALYSIS

4.5.1 Settlement Patterns

The settlement pattern is characterised by compact urban areas and scattered rural settlements. It is then followed by informal (peri-urban) settlements and lastly very formal planned, characterised by high densities and a relatively high abundance of municipal services.

Plan 4-10: Settlements



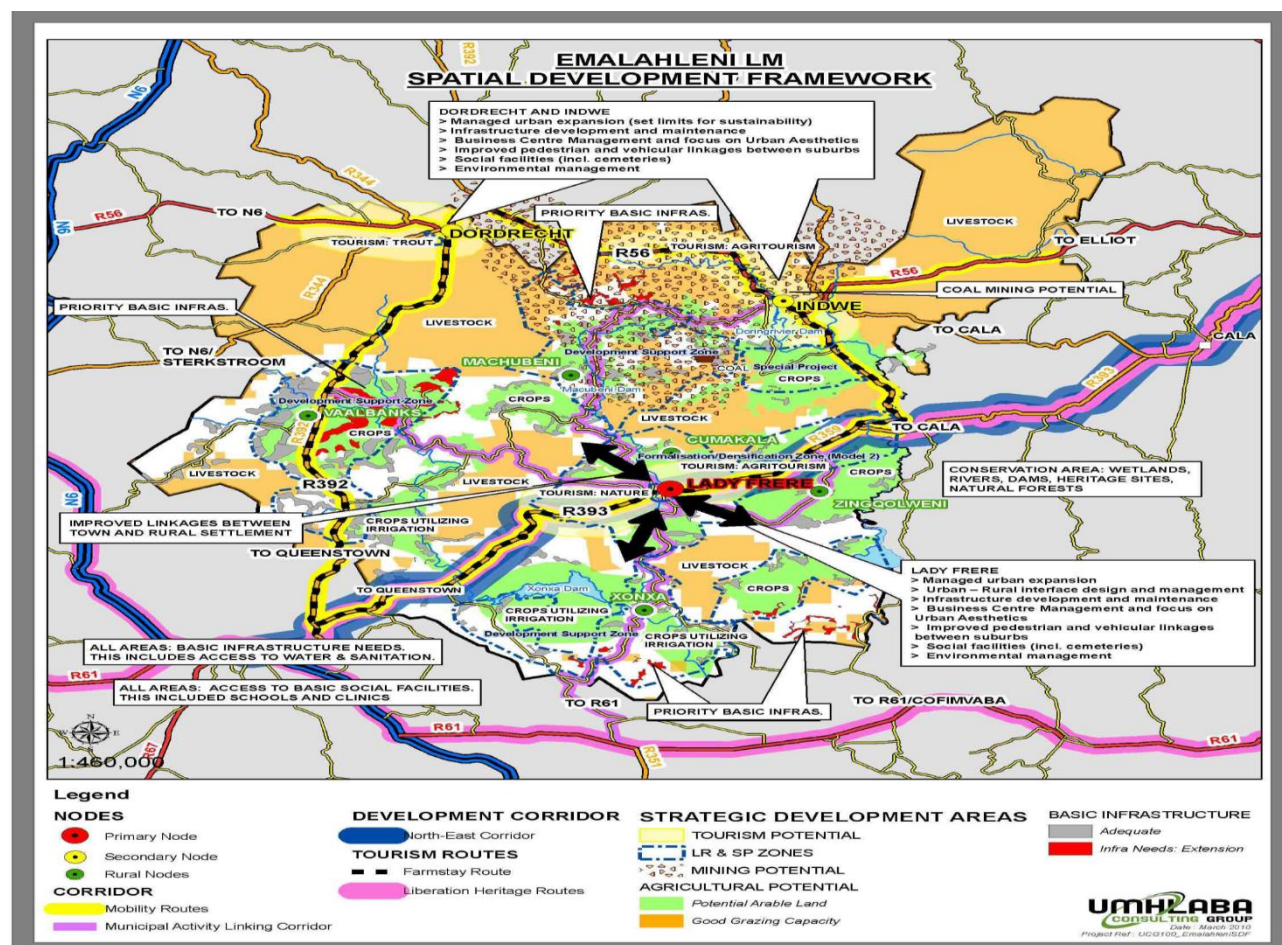
4.5.2 Settlement Hierarchy

Node	Name	Role	Spatial Priorities
Primary Urban Development Node (Sub-District Service Centre)	Lady Frere	<ul style="list-style-type: none"> Retail, Industrial and Administration Node in LM Centre of excellence for Social Services Cater for permanent and temporary residents Potential for agro-industrial processes 	<ul style="list-style-type: none"> Managed urban expansion Urban – Rural interface design and Management Infrastructure development and Maintenance Business Centre Management and focus on Urban Aesthetics Improved pedestrian and vehicular linkages between suburbs in town Social facilities (incl. cemeteries) Environmental management
Secondary Urban Development Node	<ul style="list-style-type: none"> Dordrecht Indwe 	<ul style="list-style-type: none"> Local-scale Retail, Industrial and Administration Nodes Cater for permanent and temporary residents Potential for value-adding agro-industrial/mining process 	<ul style="list-style-type: none"> Managed urban expansion (set limits for sustainability) Infrastructure development Business Centre Management and focus on Urban Aesthetics Improved pedestrian and vehicular

Node	Name	Role	Spatial Priorities
Local Centres			<ul style="list-style-type: none"> linkages between suburbs in town • Social facilities (incl. cemeteries) • Environmental management
Rural Nodes (Sub-Local Centres)	<ul style="list-style-type: none"> • Vaalbanks, • Machubeni, • Ndonga, • Xonxa • Cumakala 	<ul style="list-style-type: none"> • Commercial and Social Facilities serving surrounding rural areas 	<ul style="list-style-type: none"> • Basic level of service extension (Cumakala) • Local planning to maximise use of resources (Vaalbank, Machubeni, Ndonga, Xonxa) • Local land use schemes to be extended (Xonxa) • Linkages of towns and the market (Vaalbank, Machubeni, Ndonga).
Rural Settlements	Rural settlements across the municipality	<ul style="list-style-type: none"> • Primarily residential and livelihood subsistence function • Some provision of limited social goods and services 	<ul style="list-style-type: none"> • Basic level of service extension • Local planning to maximize use of resources • Local land use schemes to be negotiated

Source: CHDM SDF 2015

Plan 4-11: Emalahleni LM Spatial Development Framework



Dordrecht (R344), between Queenstown and Dordrecht (R392), and between Queenstown and Lady Frere (R359) remain trunk roads.

Road	Status
R56	The tarred roads which connects Indwe to Dordrecht (TR 01902 sign posted R56) and extends westwards to the N6 and Molteno, and eastwards to Elliot.
R392	The tarred road which connects Dordrecht to Queenstown is in fairly good condition, but like the R56 suffers from the regular occurrence of potholes.
R359	The main road between Queenstown and Lady Frere is in a fairly good condition, except for a section about 10km before Lady Frere which is in the process of repair.

Source: Emalahleni IDP (2017 – 2022)

4.6 LAND ISSUES

4.6.1 Land tenure and ownership

The Municipality is faced with a high demand for housing and the efforts of keeping up with the perpetual increase in demand are hampered by the following challenges:

- Land set aside for housing development is privately owned
- Land identified for housing development does not have bulk infrastructure

Table 4-8: Land ownership

Ownership	Indwe	Dordrecht	Lady Frere
	No. of Erven	No. of Erven	No. of Erven
Municipality	410	888	660
Private: Individual	2175	2420	1280
Private: Company	21	16	5
State: Provincial Government	7	8	17
State: National Government	10	5	
State: Parastatal	2	29	-
Education Department	1	-	-
Church	36	-	14
Unknown	92	253	253

4.6.2 Land needs

The ELM IDP (2016 / 17) states that the total area required for future development will be approximately 255 hectares within the three main urban nodes of Lady Frere, Indwe and Dordrecht. It is not clear whether or not there is potential increase in housing demand as a result of mining operations taking place in Emalahleni LM. Most of the lower level skills will be obtained locally it is expected that the technical, maintenance and managerial positions will be filled by external people who will need short and long-term accommodation. The Elitheni mine is 14kms out of Indwe and it is expected that the bulk would prefer to settle there (Emalahleni HSP, 2014/18).

Table 4-9: Land demand for housing development

Ownership	Hectares
Lady Frere	152
Indwe	58
Dordrecht	45
Total	255

Source: Housing Sector Plan, 2014

4.6.3 Land availability for human settlements

In terms of land availability for human settlements, there are major constraints with regards to land suitable for housing development. Most of the land is privately owned and there is no bulk infrastructure in place (Emalahleni HSP, 2014). Rural land audit must be undertaken and feasibility studies on the identified urban land parcels owned by the municipality and the state to secure land for housing development. (Emalahleni HSP, 2014)

4.7 IDP ALIGNMENT AND SPATIAL PLANNING

It is important that a human settlements sector plan is aligned with the IDP of a municipal area. There are two scenarios that exist when developing a human settlements sector plan:

- The human settlements sector plan is developed in line with the IDP.
- The human settlements sector plan is only formulated after the IDP has been completed.

When the human settlements sector plan is developed after the approval of an IDP it is vital that the information, strategies, and policy guidelines outlined in the IDP are followed. The HSP development then follows five process stages. Where significant incongruities exist it may be possible to adjust certain IDP strategies to align with human settlements program, through the annual IDP review process. However, it is recommended that this route should only be taken in extreme cases, which can be adequately justified.

4.7.1 The CHD Municipality IDP 2012 - 2017

According to the Municipal Structures Act of 1998, District Municipalities are obliged “to build capacity of local municipalities in its district to perform their functions and exercise their powers where such capacity is lacking.” Chris Hani District Municipality serves to coordinate, support, guide and to facilitate the process of human settlements development within its jurisdiction.

The Chris Hani District Municipality has devised a housing development plan which identified two main issues regarding housing development in its municipality and these include:

Improving capacity of Local Municipalities

The CHDM is expected to provide capacity and support to local municipalities and other stakeholders with regard to housing delivery in line with Housing Act. Give guidance to LMs on how to develop housing sector plans, assist in monitoring housing projects, and give support on planning and implementing subsidy projects related to integrated settlements and coordinating the formulation and review of housing policy and legislation. CHDM has planned to commit to the following:

- Ensuring that housing project benefit the local economy through all the human settlements programmes in the district.
- Ensuring that local people are the first preference in terms of employment in the human settlements projects.
- Ensuring that building material for the projects is purchased from the local suppliers of the district.

4.7.2 Emalahleni Integrated Development Plan (IDP) 2017 – 2022

The IDP indicates that the municipality is undertaking the following housing projects through the process of commercial and mixed use development:

- 250 Low cost housing development in Lady Frere
- 516 Middle income housing development in Lady Frere

The IDP (2017 – 2022) further indicates that a rectification programme has been approved for Lady Frere and a contractor was appointed to rectify 715 housing units, 2000 housing units in Dordrecht and 500 in Indwe. The table below shows the housing needs.

The current realistic backlog according to the municipality is estimated to be 9686 units. Their distribution per area (and proposed housing projects) as at 2006 is provided below:

Informal Settlement Upgrade Programme

- Lady Frere – Extension 1&2 settlement upgrade
- Dordrecht – Sinakho ISUP (Zwelethemba Buffer Zone PHP)
- Dordrecht – Sinakho ISUP (Maramastad Re-development – 151)
- Dordrecht – Sinakho ISUP (Nxomfu Springs Resettlement Project – 35 Subsidies)

Project Linked – R1701- R3500 (Stable Income Earners)

- Lady Frere Ext 3 – Greenfields Project Linked
- Lady Frere Ext 4 – Greenfields Project Linked
- Indwe West Gateway - Greenfields Project Linked

Finance linked Subsidies – R3501 – R7000 (Stable Income Earners)

- Lady Frere Ext 3 – Greenfields Project Linked
- Lady Frere Ext 4 – Greenfields Project Linked
- Indwe West Gateway - Greenfields Project Linked

Community Residential Units (Rental – Stable Income Earners)

- Lady Frere Ext 3 - Greenfields Project Linked
- Lady Frere Ext 4 - Greenfields Project Linked
- Indwe West Gateway - Greenfields Project Linked

Rural Housing Subsidies (Expanding Access to Housing Support)

- Zwartwater Housing Project – People’s Housing Process
- Guba Hoek Agri-Village Project (Land Restitution)
- Ida Farms Agri-village Project (Demand Management Project)

Measure	No.	Comments
Informal Dwellings	153	Refers to Cacadu and Indwe
Provisional Subsidies (Demand)	2400	Applications for subsidies for projects currently in the planning stages

Source: ELM IDP (2017 – 2022)

4.7.3 Emalahleni Spatial Development Framework (2010)

The Spatial Development Framework provides twelve additional secondary activity nodes distributed throughout Emalahleni municipality. The first two nodes are situated along Mandela Drive with the first secondary activity node being at intersection between Mandela Drive and Swartbos Avenue, and the second one at Del Judor near the access interchange between Mandela Drive and the N4 freeway.

The next two second order activity nodes are located adjacent to Watermeyer Street. The first is at the Klipfontein business node which is situated midway between the N4 and the N12 freeways along

Watermeyer Street, and the second one is situated immediately to the south of the N12 freeway along Watermeyer Street in Tasbet Park.

The other seven secondary (local) activity nodes are located in the disadvantaged communities of Lynnville, Kwa-Guqa, Hlalanikahle, Empumelelweni and Klarinet. The first is the node as indicated in the central part of Lynnville and the second represents the area in Kwa-Guqa where Matthews Phosa Avenue enters the town. The second two activity nodes are proposed where the east-west lines intersects with Matthews Phosa Avenue. Another is proposed in the western extensions of Empumelelweni. As far as the Klarinet/Pine Ridge development to the north is concerned, apart from the existing latent rights at the intersection of R544 and Carnation Way, the proposed future secondary (local) activity node is located in the area midway between Klarinet Extension 5 and Pine Ridge along the main road towards Verena. These three activity nodes are primarily intended to serve the local communities with the basic services required in the respective residential areas.

At the moment no secondary activity node exists in the north-eastern quadrant of Emalahleni. It is proposed that a secondary activity node could in future be established in the vicinity of Highveld Park Proper.

5 HUMAN SETTLEMENTS ASSESSMENT

5.1.1 Housing Types and Backlogs

Progress in the provision of adequate housing has been marked in the ELM. In 2016, formal houses which made of bricks on separate stand account for 63.7% and inadequate housing which made up of traditional dwelling, house / room in backyard, Informal dwelling (shack; in backyard) and informal dwelling (shack; not in backyard; e.g. in an informal / squatter settlement or on a farm) accounts for 36.3%. The total housing backlog in ELM amounts to 36.3% in 2016

Table 5-1: Housing Types

Dwelling type	2001		2011		2016	
	No	%	No	%	No	%
Formal Housing	13 744	52.7	16 966	53.6	17 213	63.7
Traditional dwelling	10 894	41.8	136 47	43.1	9 575	35.5
House/Room in backyard	566	2.2	811	2.6	132	0.5
Informal dwelling (shack; in backyard)	173	0.7	78	0.2	27	0.1
Informal dwelling (shack; not in backyard; e.g. in an informal / squatter settlement or on a farm)	221	0.8	76	0.2	22	0.1
Other	470	1.8	103	0.3	39	0.1
Total	26 068	100.0	31 681	100.0	27 008	100.0

Source: Census 2001 & 2011 and Community Survey, 2016

5.1.2 Informal housing

There are 1430 (5.48%) in 2001 and 1068 (4.09%) in 2011 and 220 (0.8%) in 2016 households who presently reside in the informal settlements and this indicate that there is a demand for informal settlement upgrade or provision of rental housing (in case where occupants of shacks are using the shacks as temporary accommodation) and social housing or RDP housing.

INFORMAL SETTLEMENTS ASSESSMENT (FROM NUSP, 2017)

EFFORTS TO ADDRESS BACKLOG FROM 1994 - 2018

HSS Project Description	Subsidy Instrument	Project Type	Project Approval Date	Total Contractual Target	Delivery To Date (Sites)	Delivery To Date (Units)
FINANCIAL - 1.5a RECTIFICATION OF RDP STOCK POST 1994 - 2002						
Dordrecht - 1000 subs	Project Linked Subsidy	Progress Payment Housing Project	1998/01/29	1 000	1 000	1 000
Dordrecht - 2000 Rectification	Project Linked Subsidy	Progress Payment Housing Project	2010/09/03	2 000	-	10
Lady Frere - R/land Ph 2 - 700 Rectification	Project Linked Subsidy	Progress Payment Housing Project	2009/08/28	700	-	315
Lady Frere - R/land Ph 2 - 700 subs	Project Linked Subsidy	People's Housing Process (Project Linked)	2001/11/30	700	700	700
Dordrecht - R/land Ph 1 - 1000 subs	Project Linked Subsidy	People's Housing Process (Project Linked)	2000/11/02	1 000	1 000	971
INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION						
Dordrecht - Sinako Zwelethemba 289 Units	Project Linked Subsidy	Progress Payment Housing Project	2010/07/20	289	-	-
Indwe - 500 Sites	Project Linked Subsidy	People's Housing Process (Project Linked)	2004/03/29	500	485	384
Indwe - Mavuya 462 Units	Project Linked Subsidy	Progress Payment Housing Project	2010/07/20	462	-	-
Indwe - R/land Ph 1 - 513 subs	Project Linked Subsidy	People's Housing Process (Project Linked)	2000/11/02	513	513	513
Indwe - West Gateway 160 Units	Project Linked Subsidy	Progress Payment Housing Project	2012/04/23	160	-	-
Lady Frere - 564 Sites (top structure)	Project Linked Subsidy	Progress Payment Housing Project	2008/12/12	564	162	562
Lady Frere - 564 units (Services only 378 sites)	Project Linked Subsidy	Progress Payment Housing Project	2009/09/15	378	-	-
RURAL - 4.2 RURAL SUBSIDY COMMUNAL LAND RIGHTS						
Lady Frere - Zwartwater - 1000 subs	Rural Subsidy - Informal Land Rights	Rural Housing Project	2010/07/20	1 000	62	122
TOTAL				9 266	3 922	4 577

Source: EC Human Settlements Business Plan for 2018/19 Financial Year

Current Projects

HSS Project Description	Subsidy Instrument	Project Type	Project Approval Date	Total Contractual Target
Lady Frere - Zwartwater - 1000 subs	Rural Housing Project	Rural Housing Project	2010/07/20	
Indwe - Mavuya 462 Units	Project Linked Subsidy	Progress Payment Housing Project	2010/07/20	462
Dordrecht - Sinako Zwelethemba 289 Units	Project Linked Subsidy	Progress Payment Housing Project	2010/07/20	289
Dordrecht - 2000 Rectification	Project Linked Subsidy	Progress Payment Housing Project	2010/09/03	2 000
Lady Frere - R/land Ph 2 - 700 Rectification	Project Linked Subsidy	Progress Payment Housing Project	2009/08/28	705
Indwe - 513 subs	Project Linked Subsidy	People's Housing Process (Project Linked)	2000/11/02	513

Indwe - West Gateway 160 Units	Project Linked Subsidy	Progress Payment Housing Project	2012/04/23	160
Indwe 8000				800
Cacadu Ext 3 &4	Mixed Development	Mixed Development		800
Dordrecht 800	Mixed Development	Mixed Development		800

Service Delivery Update 2016/17 (April 2016 – March 2017)

NO	UNITS AND BUDGET				STATUS/PROGRES
	UNITS PLANNED	UNITS ACHIEVED	PLANNED BUDGET	EXPENDITURE TO DATE	
1	50	112	R 13 879 823,00	R 34 059 680,64	CRO Contractor is on site

Business plan for 2017/2018 - targets per municipality

NO	TARGETS AND BUDGET			STATUS/PROGRES
	UNITS PLANNED	SERVICES PLANNED	BUDGET PLANNED	
1	120	175	R 15 300 000,00	CRO Contractor is on site

Regional Target (2017/2018)

Houses		Services	Rectification		
Location	No.				
Zwartwater 120	120	-	Dordrecht 7		

Project Performance Status Quo

Progress on key projects as at end February 2018

LM	Project Name	Status
Emalahleni	Zwartwater 1000	Contractor on site. Units completed 144 and 377 at various stages of completion.

Emergency/disaster human settlements past projects for ELM

This entails the construction of 430 units for the entire Chris Hani Region (06 Municipalities) AND IT IS funded by Human Settlements and COGTA grants. Chris Hani District Municipality is the developer and there are 430 units out of which ELM has 49 housing units IN 2017/18.

Year	Lm	Units	Comments/Status
2010/11	Emalahleni	80	
2014/15	Emalahleni	231	101 totally destroyed
2017/18	Emalahleni	49	13 approved
	GRAND TOTAL	360	

Priority projects-CHRIS HANI destitute 800 (717 UNITS)

LM	Units	Number approved	Comments/Status
Emalahleni		09	Individual Destitute 83 (reserved for individual requests in the whole CHDM where need is identified)

Project at procurement

Project Name	Project Budget		Project Deliverables		Start & Completion	Challenges and outstanding issues
	Budget	Expenditure	Project Scope	Units Completed		

Sinako Zwelethemba 289	R30,947,453.74	R 195,859.64	289	Not Started	Not yet Appointed	Project advertised in two consecutive period and became non responsive. Busy with procurement of contractor for phase 1-150 units within current commitments due budgetary constraints
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Planned projects for ELM

Project Name	Project Budget		Project Deliverables		Challenges and outstanding issues
	Budget	Expenditure	Project Scope	Units Completed	
Cacadu Ext 3 & 4 Mixed Dev.800 Units	R	R 0	800	Not started	No formal application with Beneficiary lists and council resolutions received yet from municipality. Projects do not have bulk infrastructure and will be on hold till plan is in place. Municipality intends to be developer and implement these 03 projects with own private developer and will be forwarding application. Projects are on hold due to budget over commitment of the region.
Dordrecht(Mixed Dev) .800	R	R 0	800	Not started	
Indwe 800	R	R 0	800	Not started	
Indwe West Gate 160	R 618,240.00	R 0,00	160	Not started	Feasibility (lack of bulk and land issues) and municipality is dealing with this through Chris Hani D.M
Indwe 513	R 0,00	R0,00	513	Not started	NHBRC has done and completed assessments reports. Projects on hold & affected by National Directive for its implementation as rectification has been discontinued.

Progress on current projects

Project Name	Project Budget		Project Deliverables		Start & Completion	Challenges and Outstanding issues
	Budget	Expenditure	Project Scope	Units Completed		
Zwartwater 1000	R 146,779,261.00	R 40,569,587.64	1000 houses with VIP toilets	Slabs-521 Wallp-358 Roofs-188 Compl-144	Start Aug 2016 Comp-31 Oct 2018	Contractor is on site. However, construction activities are moving in a snail's pace
Mavuya 462	R 39,465,795.60	R 241,620.90	462 houses	Not Started	Start- 11 April 2018 Comp-11 April 2020	Contractor has been recently appointed and busy with contracting process thereafter introducing to municipality. Contractor will be only allowed to plan & establish site during 18/19 commence with top structures in 19/20 due to budgetary constraints
Lady Frere 715	R 48,495,000.00	R 693,666.92		Slabs-12 Wallp1-12 Roofs-12 Compl-10	12 Aug 2015 Expected completion date -13 Aug 2018	Appointed contractor Nebavest 46 (PTY) Ltd is back on site.10 houses are completed and handed over to eligible beneficiaries
Dordrecht 2000	R 259,167,920.00	R 75,863,337.70	Rectification Of 2000 units	Slabs-628 Wallp-607 Roofs-595 Compl-595	Start- July 2014 Comp- March 2018	Two contractors are on site. Project reduced by 769 units due to untraceable beneficiaries, Altered houses & National directives to discontinue rectification

6 MUNICIPAL CAPACITY AND HOUSING DELIVERY MECHANISMS

Human settlements development is the core competency of the Provincial Department of Human Settlement. The role of the municipality is to facilitate development of human settlements and the administration of beneficiaries. The Human Settlement Division of the municipality is located in the Infrastructure and Human Settlements Directorate. The district municipality provides bulk services in the form of water and sanitation, and as well provides emergency houses. The Division is made up of housing component and the administration of estate component.

The Emalahleni Municipality has not been granted developer status with respect to the delivery of housing in its area of jurisdiction. It relies on the Province to carry out a significant part of the responsibilities related to housing development.

The number of officers allocated for housing has not been indicated in the organogram but it emerged that the housing section is operating under reduced capacity and urgently requires assistance if the housing delivery function of the Municipality is to be effective.

7 KEY HUMAN SETTLEMENT ISSUES

IHSSP THEME	KEY ISSUE
Demographic indicators	<ul style="list-style-type: none"> • The population of Emalahleni Local Municipality is approximately 124 532 people which spread across seventeen (17) wards. • The population growth rate over the past five years is estimated at -0.5% per annum. • There are an estimated 27 008 households in the municipal area. • The average household size is estimated at 4.1 for ELM
Socio-Economic indicators	<ul style="list-style-type: none"> • In terms of gender distribution, females dominate with 52.2% (65 042) while males account for 47.8% (59 490). • The study area has predominantly a youthful population in terms of age distribution. The youthful population (0-19years) in the municipality amounts to approximately 86%. The working class population (20-64years) accounts for 52.5%. The percentage of the population above 65+ years accounts for 7.4%. The dependency rate within the municipality accounts for 90.5% (youth population 0-15years and population above 65+ years). • About 14.2% of working class population is employed and 85.8% of economic active population is unemployment and rely on the government subsidies. • Although, the number of household that received no income decreased from 34.18% in 2001 to 15.15% in 2011, the majority of the households fall under very low income category. The bulk of the households, 71.8%, earn R3 200 and below. • About 35% of the entire population has no schooling whilst only 5% of the population has matric (Grade 12) qualification and above. The level of educational attainment is relatively very low. • There are 306 child headed households in Emalahleni
Spatial Planning	<ul style="list-style-type: none"> • The settlement pattern is characterised by compact urban areas and scattered rural settlements.

	<ul style="list-style-type: none"> • The ELMSDF identifies that Lady Frere is a primary node whereas Indwe and Dordrecht are secondary nodes. • In terms of development corridor R56 is identified as a primary corridor whereas R392 and R359 are secondary corridors in the municipality • The area covered by the Emalahleni local Municipality is characterized by compact urban areas and sparse rural settlements. • The IDP also highlights social, economic and infrastructure projects which support development of sustainable human settlements.
Infrastructure	<ul style="list-style-type: none"> • About 23.2% of households have no access to piped water and rely on other sources of water supply. • In terms of sanitation, about 29.2% of households has no access to sanitation facilities and about 1.7% of households rely on budget systems. 15.7% of households rely on Pit toilet without ventilation. The backlog in terms of sanitation stands at 46.6% within the municipality. • About 79.4% of households have access to electricity supply and the remaining households (20.6%) rely on other forms of energy supply. • 91.1% of households in the municipality rely on their own methods of solid waste disposal. People dump their waste anywhere and this can cause air and ground pollution and can also lead to serious health problems. • The rest of the municipal area is serviced by gravel roads that link farms and rural towns to the major routes. It is often characterised by poor storm water drainage designs which often put a lot of pressure on the visual road index and surface durability especially during rainy seasons.
Community facilities	<ul style="list-style-type: none"> • There are approximately 173 schools servicing Emalahleni LM. • Emalahleni Local Municipality has a total of six (6) libraries which face challenges in terms of maintenance as there is insufficient budget for maintaining them. • There are currently 35 medical & primary health care facilities in the Emalahleni Local Municipality. Of these 32 are clinics and 3 are hospitals located in Lady Frere and Dordrecht. There are also challenges which faced by health facilities in the district. They are as follows: <ul style="list-style-type: none"> • Poor infrastructure i.e. shortage of water supply, poor road network to access the facilities, lack of telecommunication network due mountainous topography. • Shortage of nurses and doctors • There are currently 5 Police Stations in the Emalahleni Local Municipality. • Emalahleni Municipality has 19 community halls, 5 community halls need major renovations, 4 are under construction. • The Municipality has nine (9) cemeteries; there are two in operation in Indwe, one in Dordrecht and two in Lady Frere.
Housing Assessment	<ul style="list-style-type: none"> • There has been improvement in the supply of formal housing in the ELM since 2001. However, inadequate dwellings constitute an important component of housing need, that is, a backlog of 9624 in 2016. • Traditional dwellings have been increased from 10 894 in 2001 to 13 647 in 2011 and decreased to 9 575 in 2016. These traditional dwellings are mostly found in the rural areas of ELM.

	<ul style="list-style-type: none"> • There are 88 informal dwellings in ELM, either in the form of shacks in backyard, shacks in informal settlements, caravan/tent or other in 2016. • The presence of 132 households residing in informal flats and/or room in backyards as well as those using caravan and tent calls for demand for rental accommodation provision, especially in the urban nodes. • There are 22 households currently residing in informal dwellings not in backyard and this indicates a need for slum upgrading and/or rental accommodation
Land Assessment	<ul style="list-style-type: none"> • Land set aside for housing development is privately owned • Land identified for housing development does not have bulk infrastructure • The ELM IDP (2016 / 17) states that the total area required for future development will be approximately 255 hectares within the three main urban nodes of Lady Frere, Indwe and Dordrecht
Human Resource Capacity	<ul style="list-style-type: none"> • There is a functional Housing Division, which is capable of handling the human settlements delivery issues of the Municipality even though the Municipality has no approved Housing policy. • In some cases the municipality is assisted by Consultants, especially in areas such as building construction, service installation and top structure construction. • On the other hand, the municipality handles all the necessary housing delivery processes, including project planning and programming, beneficiary identification, business plan applications, financial control, progress reporting, and top structure design.

8 STRATEGIC FRAMEWORK REVIEW (CHECK FOR ELM VISION)

8.1 HUMAN SETTLEMENTS VISION AND MISSION

The vision of the municipality (including human settlements delivery) as stated in the IDP (2017-2018) reads as follows:

“A municipality that delivers appropriate, sustainable and affordable services towards socio-economic growth for the development of its community.”

The mission states as follows:

“Emalahleni municipality promotes quality and excellent services that are valued by its customers through effective partnership and active community participation as it plans for the future”

THE VISION OF THIS HUMAN SETTLEMENTS SECTOR PLAN IS TO CREATE INTEGRATED AND SUSTAINABLE COMMUNITIES. TO MAKE THIS VISION A REALITY, THE MUNICIPALITY HAS TO SUPPORT THE NOTION OF PRODUCTIVITY, INCLUSIVITY, GOOD GOVERNANCE AND SUSTAINABILITY. GIVEN THE DEMAND PROFILE, THE PROVISION OF A SUITABLE RURAL AND URBAN HUMAN SETTLEMENTS PROGRAMME SHOULD BE ONE CORE ISSUES TO THIS PLAN.

8.1.1 Consolidated strategic Goal and Objectives

Strategic goal	Objective
GOAL 1	(1) To undertake housing consumer education / awareness and the housing voice

To determine expressed demand and to declare such demand.	(2) To implement the human settlements needs register and to ensure on-going management thereof
	(3) To engage the social welfare department and Special Programs Unit (SPU) in order to cater for the child headed households and orphans.
GOAL 2 Scale up of the delivery of subsidised human settlement delivery to meet the demand.	(i) Strategic planning for human settlements delivery (a) Conduct an annual environment analysis in order to review and revise annual human settlements sector plan. (b) To develop localised policies to create a more enabling environment and to manage the mushrooming of inadequate human settlements.
	(ii) Project pipeline (a) To integrate the existing information on delivered, planned, in implementation and blocked projects into a single project pipeline database with system for regular updating. (b) To plan projects that are aligned with the provincial human settlements sustainability criteria (c) To submit new projects to the Province for funding approval and technical support
	(iii) Land and land packaging (a) To undertake a land identification and land packaging programme. (b) To understand the land reform programme and to create a linkage with such a programme. (c) To undertake feasibility studies on the identified state land on offer from the Department of Public Works, which will enable preparation of a business plan for each parcel of land required in order to effect the transfer of such land.
	(4) Infrastructure (a) To engage with the infrastructure officials and plans to seek prioritisation and alignment with human settlements programme.
	(5) Integrated Sustainable Rural Human Settlements Delivery Programme (inclusive of Farm Worker accommodation) (a) Define a specific ISRHDP strategy that contains an analysis of the rural demand (including farm worker human settlements demand) and status quo and links it to a strategy that defines the needs and demands in terms of basic infrastructure, top structure and tenure and further links these to the mechanisms available to tackle the priority needs.

	<p>(6) Project development and management</p> <p>(a) To package projects in terms of top structure, undertake procurement of contractors and to initiate project construction.</p> <p>(b) To undertake project management of all current running projects in order to ensure good quality and timely completion.</p> <p>(c) Continue to roll out existing projects and ensure that financing and systems are in place to initiate new priority projects including those within the ISRHDP strategy.</p> <p>(d) To have a dedicated programme to close out blocked projects.</p> <p>(e) To programme the rectification needs of the current projects.</p>
<p>GOAL3</p> <p>To build a suitably structured human settlements unit in order to meet the human settlements delivery mandate</p>	<p>(i) To undertake a capacity assessment with the view of preparing a business plan to source funding from the Department's Capacitation Grant for improving staff and skills capacity within the Municipality and to also ensure that those officials within the Municipality that have received training through the Department's Capacity Building programme are committed to / engaged in the municipality's human settlements section.</p> <p>(ii) To develop the internal organisation to meet the municipal human settlements mandate and Level 1 Accreditation. The proposed structure has to include a Human Settlements / Housing Manager to undertake strategic planning and performance management and a technical resource to ensure the projects are managed and administrative staff to undertake beneficiary administration.</p> <p>(iii) To develop operational systems, i.e. policies, procedures and documents and forms.</p> <p>(iv) Procurement of required office infrastructure and resources to fulfil human settlements mandate, and this must include the installation and implementation of the project tracking tool.</p>
<p>GOAL 4</p> <p>To formalise the required institutional structures to support the Municipality in meeting its human settlements delivery targets</p>	<p>(i) Strengthen internal and external partnerships required by the municipality to plan, facilitate, and where relevant implement, the necessary human settlements development to meet the demand in the municipal area.</p>

8.2 STRATEGIES AND PROPOSED PROGRAMMES

The ELM Human Settlements Sector Plan should include the following strategic programmes for human settlements implementation.

Programme	Strategic Priorities	Activities
Programme 1	Defining and understanding Demand	<ul style="list-style-type: none"> ▪ Detailed Human Settlements / Housing waiting list. ▪ Investigate feasibility of human settlements projects in the municipal area (urban and rural).
Programme 2	Scaled up supply of state funded human settlements delivery to meet demand.	<ul style="list-style-type: none"> ▪ Land Acquisition ▪ Appointment of competent contractors. ▪ Prioritization of human settlements development applications. ▪ Investigate and determine the human settlements need in the entire Municipal area. ▪ Refurbish old houses.
	Eradicate all squatters and Informal Settlements with provision of Housing for Middle Income Earners	<ul style="list-style-type: none"> ▪ Land identification and Town Planning Establishment processes ▪ Developed Strategy for Households in Traditional Structures in Rural Areas ▪ Develop Strategy for Rural Housing and Human Settlements ▪ Develop Strategy for informal/in-situ upgrading. ▪ Develop Strategy for CRUs and affordable rental housing
Programme 3	Closure of all Blocked Projects and Rectification of all Defective Houses	<ul style="list-style-type: none"> ▪ Closure of all Blocked Projects and Rectification of all Defective Houses
Programme 4	To formalise the required institutional structures to support the Municipality in meeting its human settlements delivery targets	<ul style="list-style-type: none"> ▪ Procurement + tenders is a problem. ▪ Professional team is needed. ▪ Local Municipality is performing Provincial roles. ▪ Strengthening and reinforcement of IDRs ▪ Continued involvement of all relevant stakeholders. ▪ Establishment of a Dedicated Human settlements Unit and/ or capacitating the existing department
Programme 5	Enhance Quality and Standard of RDP Houses	<ul style="list-style-type: none"> ▪ Encourage local contractors to register with CIDB. ▪ Monitor all projects for compliance with National and Provincial Standards. ▪ Repair old Housing Projects. ▪ Rectification needed for some of the pre and post 1994 Housing projects.

DETAILED STRATEGIC PROGRAMMES

Programme 1: To determine expressed demand and to declare such demand

Deliverable	Key activity	Timeframe					Responsibility	Cost
		2018	2019	2020	2021	2022		
Human Settlements/ Housing Voice	Develop methodology and instruments as per Blue Book	Jan					Province	
	Identify community engagement staff and conduct training to both staff and ward committees/ councillors	Jan					Province and Municipality	
	Conduct housing voice	Mar					Municipality	
	Statistical analysis and report	May					Province and Municipality	
	Use to inform planning	Jun					Municipality	
Housing Needs Register	Upload system and tools and audit instruments	Jun					Province and Municipality	
	Conduct training on the use thereof	July					Province	
	Conduct the audits	Aug					Municipality	
	Capture analyse and produce reports of the results		Jan				Province	
	Maintain database by putting a system in place that will ensure that applicants update their information on a quarterly basis		Feb				Province and Municipality	
	Produce reports that inform the development of human settlements programmes		Mar				Province and Municipality	
Child - headed households	Engage Social Welfare / SPU to cater for child headed and orphans – partnership arrangement for foster homes using	Mar					Province and Municipality	

	the institutional subsidy programme							
	Identify where child headed households are located						Province and Municipality	

Programme 2: Scale up of the delivery of subsidised human settlements delivery to meet the demand

Deliverable	Key activity	Timeframe					Responsibilit y	Cost
		2018	2019	2020	2021	2022		
STRATEGIC PLANNING:								
Annual environment analysis in order to review and revise annual human settlement sector plan / aligned with IDP Review	Consider: <ul style="list-style-type: none">Report on human settlements demand from housing voice and Human Settlements /Housing Needs RegisterSupply report from pipeline of projectsIntegration report	Apr					Municipality	
Plan for emergency human settlements / housing	Collect information on disaster risk in the Municipal area (Provincial Disaster Management Plan preparation underway) and establish appropriate systems and networks to respond to potential disasters.	July					Municipality	
Developed localised policies to create a more enabling environment and to manage the mushrooming of inadequate housing	<ul style="list-style-type: none">Local Town planning dispensationLocalised policy to address tenure related to commonageISRHDP policy	Oct					Municipality	

	<ul style="list-style-type: none"> Informal settlement strategy 							
PROJECT PIPELINE:								
Installation of designed data base system that holds the integrated project pipeline	Upload tracking tool for the project pipeline	Jan					Province	
Trained staff able to use and update.	Training of relevant staff in the municipality to use and update the system.	Feb					Province	
Populated pipeline with all information up to date and verified.	Collect and input all the information from the relevant sources including importantly sections in the LM, the DM and the Province	Mar					Province and Municipality	
Quarterly updates and annual review report	All the additional projects or changes in status and information of existing entered and quarterly report for management and council. Informed annual review reports.	Oct					Municipality	
ISRHDP STRATEGY:								
Proposal for development of a rural strategy with budget	Prepare proposal for education the information gathering, analysis and strategy.	Feb					Municipality in conjunction with Province	
Internal or external people appointed to carry out work	The selection of the right team to undertake the work.	Mar					Municipality in conjunction with Province	
Baseline information.	Collection of all existing relevant information on the context, nature and location of rural housing, priority interventions re tenure, infrastructure and top structure for all key stakeholders.	Jul					Selected Internal or external team	

Key stakeholder feedback and direction on baseline information.	Workshop of key stakeholders to discuss baseline information, its accuracy, relevancy and identify gaps.	Aug					Stakeholders and Selected Team	
Further information gathered and analysis and initial strategy.	To fill the gaps and to proceed to defining a draft strategy from analysis of information gathered through desktop or informant interviews.	Oct					Selected team	
Stakeholder Input into Strategy	Workshop to present and discuss the information, analysis and draft strategy.	Oct					Stakeholders and Selected Team	
Strategy and linkage to Municipal and Provincial budget and MTEF.	From the workshop contributions finalise the strategy but link with available resource streams.		Jan				Selected team.	
Strategy inputted into IDP and reviewed annually.	The strategy integrated into the Human settlements chapter and linkage back to municipal budget and MTEF.		Jan				Municipal Human Settlements Section	
Land for human settlements development	Undertake land feasibilities, procurement of suitable parcels, including land identified by Province for transfer to Municipality	Mar		On-going			Human Settlements officer with Province	
Preparation of identified priority projects for financing and implementation – including rectification and blocked projects.	Co-ordination of the preparation of the projects: <ul style="list-style-type: none"> - Land - Land preparation and packaging - Initial design - Beneficiary identification - Scope of work (rectification and blocked) - Finance packaging 	Mar		On-going			Human Settlements Officer with Province	

	- Preparation of tendering etc.						
Properly managed implementation of financed projects.	Management of the technical service providers in ensuring that projects are delivered on time, to quality and within cost. Carry out effective community liaison and consultation.	Feb		On-going			Human Settlements Officer with Province
Monitoring and Evaluation Framework	Drafting of monitoring and evaluation framework, The framework to be integrated into the Human Settlements Chapter.	Jan					Human Settlements officer with Province
Formation of Project Steering Committees to ensure the collaboration of developers, ward committees and councillors in the speedy execution of projects.	Project Steering Committees to be formed for all human settlements projects comprising ward committee, councillor and local stakeholders. Submit project reports to the Human Settlements Department	Jan					Human Settlements officer with Province

Programme 3: To build a suitably structured human settlements unit in order to meet the human settlements mandate.

Deliverable	Key activity	Timeframe					Responsibility	Cost
		2018	2019	2020	2021	2022		
Development of dedicated Human Settlements Unit	Development of Job descriptions, Approval of structure, Procurement of budget, Recruitment, orientation	Jan					Province support with Municipality	
Development of internal operational policies and procedures	Develop operations procedures manual together with standardised documents and forms	Jun					Province support with Municipality	
Identification and procurement of resources	Approval and procurement of required resources, computers and software, equipment, furniture etc.	Jun					Municipality	
Development and implementation of performance management system	Link performance measures to job description outputs and human settlements delivery programme, performance		Jan				Province support with Municipality	

	agreement with staff and regular monitoring of performance							
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Programme 4: To formalise the required institutional structures to support the Municipality in meeting its human settlements delivery targets

Deliverable	Key activity	Timeframe					Responsibility	Cost
		2018	2019	2020	2021	2022		
Identified Key Potential Partners	Internal workshop Identify key roles and responsibilities and which are key stakeholders undertake these and present status of relationship.	Jan					Municipal management	
Defined Approach to strengthening Partnerships	Based on roles and responsibilities and key potential partners - defining the type of relationship and approach negotiating this.	Mar					Municipal management	
Negotiated basis of co-operation	Meeting with individual key stakeholders to discuss bases of co-operation and action plan for co-operation over the next 2 years.	Jun					Municipal management	
Agreed MOU on Co-operation	Preparation of MOU and action plan based on above and ready for signing between partners.	Jul					Municipal management	
Working together	Implementing the action plan around municipal priorities.	Continuous					Municipal officials and partner officials	

9 PROJECT PIPELINE AND CAPITAL BUDGET

9.1 CASH FLOW

A multi-year housing plan outlines a further set of developments aimed at improving the quality of strategic and performance plans, while at the same time simplifying the process further.

Once all of the projects have been identified and initially prioritized, individual cash flows will be determined. Once all of the cash flows are complete they should be summaries and condensed into an overall project program schedule and then into a single cash flow spreadsheet.

This spreadsheet should include the cash flow requirements (5 year time horizon) for all of the current projects thereafter all of the planned project should be placed, the total of the two sections should then be added together to determine the municipal funding requirements for the 5 year horizon. An example the spreadsheet should indicate at least following basic information.

The financial year indicated in the cash flows should be from the 1st of July to the 31st of June. It should be noted however that this does not coincide with the National and Provincial financial years which run from the 1st April to the 31st of March each year. This overall cash flow statement and the summarized programs can then be used by the municipality as part of the housing annual work plan to all measure housing projects progress.

It is important to note that historically project managers have drastically under estimated cash flow projections. These under estimations can be attributed to a number of factors including the optimistic outlook of the project manager, pressure and urgency of delivery that drives all stakeholders and the complex nature of projects which hampers implementation. Therefore for cash flow projections to be as accurate as possible, service providers and local municipalities should be as conservative in their estimations.

Table 9-1: Project Pipeline and Capital Budget

Project Description	Status	Budget	Year 1 (2018)	Year 2 (2019)	Year 3 (2020)	Year 4 (2021)	Year 5 (2022)
Sinako Zwelethemba 289	Contractor not yet Appointed	R30,947,453.74					
Cacadu Ext 3 & 4 Mixed Dev.800 Units	Not started						
Dordrecht(Mixed Dev) .800	Not started						
Indwe 800	Not started						
Indwe West Gate 160	Not started	R 618,240.00					
Indwe 513	Not started						
Zwartwater 1000	Contractor is on site.	R 146,779,261.00					
Mavuya 462	Contractor has been recently appointed	R 39,465,795.60					
Lady Frere 715	Appointed contractor Nebavest 46 (PTY)	R 48,495,000.00					
Dordrecht 2000	Two contractors are on site.	R 259,167,920.00					

10 INTEGRATION (CROSS SECTOR ALIGNMENT ISSUES)

In order to provide sustainable living environments, it is vital that the delivery of sustainable human settlements be occurred in conjunction with other services and facilities (including health, education, sports, etc.) which identified and proposed by CHDM IDP (2017 – 2022) and ELM IDP. The human settlements proposals set out in this Municipal Human Settlements Sector Plan are all in accordance with the CHM IDP (2017 -2022) and ELM IDP.

The IDP is the core document guiding all decision-making in, and with respect to, the municipal area, service providers responsible for the delivery of services and facilities integral to the creation of sustainable livelihood will be able to plan and budget for the provision of such services and facilities in an informed manner.

With reference to the primary node of the municipality, it is noted that all of the land that has been identified for housing purposes is well located with respect to existing community and social services and

facilities. In regard to the housing proposals in the rural areas of the municipality, the delivery of rural residential opportunities is to be targeted at the identified service satellites.

Department of Health

Project Name	Project	Budget
Isikhoba Clinic	New Building including site works and bulk services	R750,000
Lower Seplan Clinic	Renovations & refurbishments	R750,000
Ngxabangu Clinic	Renovations & refurbishments	R750,000
Mahlubini Clinic	New Building including site works and bulk services	R2,954,206

Department of Health

Project name	Project Status	Project duration	2016/17
New and replacement assets			
Indwe Hospital	Construction	01/04/2009 - 31/03/2020	500
Dordrecht Hospital Rehabilitation	Construction	01/04/2009 - 31/03/2019	500

Source: ELM IDP (2017 – 2022)

Project Name	Project	Budget
Vaalbank Clinic	New Building including site works and bulk services	R500,000
Indwe	Mud & inappropriate Structures replacement	R2,250,000

Source: CHDM IDP (2017 – 2022)

Department of Education

Project Name	Status	Project Description	Project Duration		Allocation	MTEF Estimates	
			Start	Finish	2016/17	2017/18	2018/19
New and replacement assets							
Gqebenya JS School	Approved	Early Childhood Development	01/04/2014	31 /03/2017	-	-	R2 878 000
Nobuhle JSS	Final Completion	Public Ordinary Schools	02/04/2015	31 /03/2018	R8 276 000	-	R2 537 000
Bankies Junior SS School	Adjudication	Public Ordinary Schools	02/04/2015	31 /03/2018	R8 958 000	-	R1 191 000
Bengu Agricultural HS	Final Account	Public Ordinary Schools	23/04/2014	31 /03/2017	R1 339 000	-	R140 000
Buffalo Thorns JS School	Withdrawn	Public Ordinary Schools	18/ 11/2015	31 /03/2017	R288 000	-	R100 000
Echibini SS School	Final Completion	Public Ordinary Schools	23/04/2014	31 /03/2017	R990 000	-	R150 000

Echibini SS School	Practical completion	Public Ordinary Schools	01/04/2015	31 /03/2017	R1 926 000	-	R144 000
Emdeni SP School	Adjudication	Public Ordinary Schools	11/18/2015	31 /03/2017	R149 000	-	R1 191 000
Emzi JS School	Practical completion	Public Ordinary Schools	01/04/2015	31 /03/2017	R1 800 000	-	R76 000
Entilini JS School	Under Construction	Public Ordinary Schools		31 /03/2017	R270 000	-	R2 869 000
Esidwadweni JS School	Under Construction	Public Ordinary Schools	18/11/2015	31 /03/2017	R111 000	-	R2 713 000
Hange JS School	Final Completion	Public Ordinary Schools	02/04/2015	31 /03/2017	R14 213 000	-	R150 000
Ida High School	Adjudication	Public Ordinary Schools	11/18/2015	31 /03/2017	R593 000	-	R1 191 000
Ida High School	Under Construction	Public Ordinary Schools	01/04/2015	31 /03/2017	R2 986 000	-	R1 500 000
Ikhwezi lokusa SS School	Tender	Public Ordinary Schools	02/04/2015	31 /03/2018	R5 771 000	-	R3 300 000
Ikhwezi lokusa SS School	Practical Completion	Public Ordinary Schools	28 /04/2014	31 /03/2017	-	-	R231 000
Isivivane SS school	Practical Completion	Public Ordinary Schools	02/04/2015	31 /03/2017	R1 000 000	-	R180 000
Esethu public Primary school	Planning	Public Ordinary Schools	01 /04/2015	31 /03/2017	R96 000	-	R2 171 000
Kwamhlontlo SS SCHOOL	Documentat ion	Public Ordinary Schools	30 /06/2015	31 /03/2017	R1 966 000	-	R1 000 000
Madwaleni SP School	Under Construction	Public Ordinary Schools	11/18/2015	31 /03/2017	R92 000	-	R2 723 000
Mkapusi Primary school	Practical completion	Public Ordinary Schools	01 /04/2013	31 /03/2016	-	-	R26 000
Matyhantya JS School	Adjudication	Public Ordinary Schools	18/11/2015	31 /03 / 2017	R288 000	-	R1 191 000

Source:

Provincial Treasury

Project name	Project Status	Type of Infrastructure	Start Date	End Date	2016/2017
Guba Park lot 108	Construction	Access road in poor condition	01-04-2016	31-03-2017	R1 863 000
Zingqolweni location	Construction	Access road in poor condition	01-04-2016	31-03-2017	R1 469 000
Public Transport Projects (Emalahleni scholar transport routes)	Construction	Public Transport Access Roads	01-04-2016	31-03-2017	R17 086 000
AC 40056 (Mthonjeni)	Construction	Access Roads	01-04-2016	31-03-2017	R6 600 000
AC 40077 (Mgqukhwebe)	Construction	Access Roads	01-04-2016	31-03-2017	R6 200 000
AC 40076 (Magemfaneni Dophu)	Construction	Access Roads	01-04-2016	31-03-2017	R4 300 000
AC 40092 (Tsembeyi)	Construction	Access Roads	01-04-2016	31-03-2017	R7 800 000
MN 20510 (Ida)	Construction	Access Roads	01-04-2016	31-03-2017	R6 800 000

Source: ELM IDP (2017 – 2022)

CHDM Grants Allocations Budget for 2017-2020

MIG CAPITAL PROJECTS FOR 2017/18-2018/19-2019/20			
Projects	2017/18	2018/19	2019/20
Cluster 1 Waterbacklog (Wards 7,8 ,10,13,14)			
Water Backlog CHDM Cluster 1 Mhlanga Water Supply	R 20 054 810	R 20 000 000	R 2 000 000
Water Backlog CHDM Cluster 1 Mhlanga and Mgwalana Bulk Water Supply		R 4 303 772	R 15 625 325
Cluster 2 Water Backlog (Wards 1,2,4&6)			
Cluster 2 Water backlog Project - Regional Scheme 3: Phase 1A	R 131 000.00		
Cluster 2 Water backlog Project - Regional Scheme 3: Phase 1B	R 171 000.00		
Cluster 2 Water backlog: Regional Scheme 6 – Xonxa	R 100 000.00		
Cluster 2 Water backlog Project - RS1 Phase 1: Nkolonga, Sikhwanqeni Water Supply	R 210 000.00		
Region 3 Sanitation Backlog			
Cluster 4 sanitation (Wards 2,3,4,5,15,16,Vukani Guba,& Percy Villages)			
Cluster 3 Sanitation(Wards 7,8,9,10,11,12,13& 14)			
Dodrecht Water and Sanitation Services			
Immediate Water Supply Upgrades	R 5 000 000	R 5 000 000	R 5 000 000
Internal Sewer Reticulation in Tyoksville (Herry Gwala)			
Upgrading of Wastewater Treatment Works - Phase 2B: Planning			
Upgrading of Wastewater Treatment Works - Phase 2B: Implementation	R 7 500 000.00		
Upgrading of Bulk Sewer and Reticulation -Phase 2 C: Planning			R 5 000 000.00
Upgrading of Bulk Sewer and Reticulation -Phase 2 C: Implementation	R 2 000 000.00		

Upgrading of Water Treatment Works - Phase 3		R 2 937 180	R 5 000 000.00
Upgrading of Bulk Water Supply -Phase 4: Planning	R 937 180.00	R 1 062 820	R 2 000 000.00
Upgrading of Bulk Water Supply -Phase 4: Implementation			R 1 000 000.00
WATER SERVICE INFRASTRUCTURE GRANT			
Projects	2017/18	2018/19	2019/20
Cluster 2 Water Backlog			
Cluster 2 (Jiputa/Makhikhi; Emazimeni ;Emaqwathini ;Noluthando/Emagefaneni; Lukhavana) - Phase 2	R 13 547 837	R1 000 000	
Cluster 2 RS 1 - 1B (Gcina ;Qumbu ;Hala ;Mbetheni ;Kuliweni ;Xhibeni and Lokishini)- Phase 1		R20 000 000	R15 000 000
Gqebenya Small Farms Interim Water Supply		R6 500 000	R4 500 000
Mdeni Interim Water Supply	R 5 544 000	R4 612 954	
Cluster 2 Water backlog Project - Regional Scheme 3: Luthuthu Water Supply		R1.5m	R6 730 888.00
Cluster 2 Water backlog Project - Regional Scheme 3: Phase 1C		R8m	R7 901 492.00
Cluster 2 Water backlog Project - Regional Scheme 3: Phase 1D		R7. 5m	R7 417 620.00
Refurbishment of Dordrecht WTW		R5.7m	
Water Conservation and Demand Management at Dordrecht		R6.4m	

Source: CHDM IDP (2017 – 2022)

11 HUMAN SETTLEMENT PLANNING AND DELIVERY RISK MANAGEMENT MATTERS

Table 11-1: Risk Assessment

RISK	RISK MITIGATION
Poor information and analyse on need and demand for proper planning	Human Settlement / Housing voice and demand database
Poor capacity within the municipality	Appropriate structure, systems development and resourcing
Lack of properly structured co-operation between the municipality and the province	MOU
Difficulty of resolving the secure tenure issues in the communal areas.	Research and policy to establish secure tenure and pilot implementation
Lack of proper control and management of the started projects	Project tracking tool and technical expertise

12 GAPS REQUIRING FILLING

The following Table outlines the key gaps that require filling to substantially strengthen the possibility of an implementable strategy for this human settlements chapter.

Table 12-1: Gaps requiring filling

GAPS TO ADDRESS	MODE
Establishment of the real nature of need and demand including better analysis of the interaction and separation of tenure security, basic infrastructure and top structure.	Research on the baseline documents including Provincial MTEF, land reform stats and basic infrastructure information plus discussion with municipalities on summarised information
Development of rural human settlements strategy that does not just use global guesstimates.	Using the information from above and then linking this to specific priority geographical areas that can have more intensive information gathering. Closer planning linkage with ECDHS and Department of Rural Development & Land Reform to develop responses.
Proper listing of completed, existing and future projects with necessary baseline and tracking information	Use of supplied template to co-ordinate information from different sources and then updating and completing this in contact with key local and provincial stakeholders. Possibly a provincial project.
Analysis of proposed infrastructure expenditure including water, sanitation, roads and storm water drainage and linkage of this to housing priority areas.	Source from provincial government documents and use local municipality to link with existing priority areas of human settlements need. Important to link this back to the human settlements project pipeline to identify where there are direct linkages.
Financing available for human settlements and infrastructure in the area and analysing the existing financing allocated to the area for infrastructure, land reform and housing and the linkage to established priorities	From the provincial MTEF and land reform MTEF and linkage back to defined human settlements priorities in the area.

13 APPROVAL

The adoption process is a very crucial stage in the implementation of the human settlements sector plan for all the various role players, therefore it has to be conducted thoroughly. This process ensures the approval of the human settlements sector plan (buy in process / ownership) and also ensures to smooth delivery of the desired goals.

Table 13-1: Approval Process

ACTIVITY	RESPONSIBILITY
Presentation of 1 st draft strategy report to ELM	Professional Team
Presentation of final draft to Project Committee	Professional Team / ELM
Consultations and Opportunity for comments	ELM
Council Approval and Adoption of Final Report	ELM

Consultations with the various stakeholders must be done in a way that does not create any expectations from the communities but that provides them with the necessary information. This process should be dealt with in a manner that is transparent and fair. After consultations have been done, comments are then summarised and the committee must interrogate the comment and decide how each comment should be treated.

To ensure that the human settlement sector plan has a legal status as required by the Housing Act of 1997 and Municipal Systems Act No 32 of 2000, the human settlement sector plan will have to be approved by the Council. Once the council has adopted the human settlements sector plan, the ELM will have to advertise the human settlement sector plan on all the relevant local newspaper to ensure that final comments are received within 21 days. Once this process has been finalised, the human settlement sector plan will form part of the approved IDP.

14 CONCLUSION

The human settlement sector plan also demonstrates that human settlement projects cannot be developed in isolation; transversal co-ordination is required to ensure that the broader integrated development is achieved within Emalahleni Municipal area.

Significant intervention has been the shift in settlement planning legislation and policy to a normative approach, the development of environmental legislation and the inclusion of environmental and sustainability considerations into planning legislation. Significant planning legislations include SPLUMA and Breaking New Ground and key strategies include the NDP.

The shift from sprawling, mono-functional, low-density and car-dependent settlements to higher-density, integrated, low-carbon and sustainable settlements is a difficult due to the entrenchment of past urban patterns and investment. Progress has mostly been made in:

- **Settlement structure:** higher density, integrated (fully developed with social facilities etc.) settlements that are well-located in term of access to jobs and facilities;
- **Protection of environmentally sensitive areas and ecological corridors:** hardly any formal settlement development still takes place within ecologically sensitive areas due to stringent environment legislation that is integrated into planning processes. Of specific importance are the NEMA regulations, which have completely changed planning approaches and processes. This has probably been the most successful Act to integrate environmental issues with development actions.

Furthermore, access of all communities to engineering services such as water, electricity, sanitation, and solid waste collection, was improved dramatically thereby lessening the direct impact of settlements on the environment through the treatment of raw sewage.

The challenge we face to limit the impact on the environment of a growing population that is concentrating in a number of large settlements and whose demands and consumption patterns are increasing, is daunting. It does not only concern technical issues such as residential densities and transport options, but is intrinsically linked to demographic, economic and cultural factors. In order to save the environment we also need to address issues such as poverty, mass consumption, investment models and preconceived ideas. The most important actions that should be taken from a human settlement planning perspective to contribute to a healthy environment are:

- The role-players need to be informed and educated about the substance and processes of low-carbon, sustainable city building: the responsibility for this lies on the shoulders of the universities who train planners and on the shoulders of the Council for Planners who should enforce a programme of continual education (as is required of the other built-environment professions);
- National government (being the agency with the most capacity) should coordinate and integrate planning legislation with the objectives of sustainable development;
- Institutional weaknesses which prevent compliance and monitoring, remain the main stumbling block to implementation of sustainability measures;
- A shift in values and attitudes needs to take place but the opportunities for change have to be created and,

- Incentives to promote the application of renewable, water saving measures, passive building design and other sustainability metrics must be initiated at local authority level. Municipal by-laws that require and reward this, must be enacted.

15 REFERENCE

1. Chris Hani District Municipality Integrated Development Plan (IDP) (2017 -2022)
2. Chris Hani District Municipality Spatial Development Framework (SDF) (2015)
3. Chris Hani District Municipality Water Service Development Plan (2015)
4. Community Survey (2016)
5. EC Human Settlements Business Plan for 2018/19 Financial Year
6. Emalahleni Local Municipality Integrated Development Plan (IDP) (2017 -2022)
7. National Upgrading Support Programme Report (NUSP) (2017)
8. South African Statistics: Census 2001 and 2011

ANNEXURE B: PROJECTS FROM PREVIOUS HOUSING SECTOR PLANS

B1: Housing Sector Plan Projects (2008 – 2011)

Current Projects

Project Name	Project Type	No of Sites	Status
Dordrecht Ph 11	R/L	48	Running
Indwe R/L	R/L	14	Blocked
Lady Frere Ext 5	R/L	562	Running
Dordrecht Ph 1	R/L	24	Current
Dordrecht Ph 11	PHP	68	Current
Enkululekweni		85	Current
Mavuya-Mayano		420	Current
	Total		

Planned Projects

Project Name	Project Type	No of Sites	Status
Mavuya settlement	ISUP	500	
Lady Frere Ext. 1 & 2	ISUP – Project Linked	319	
Zwelethemba	ISUP – PHP	267	
Nxomfu Settlement	ISUP – PHP	625	
Lady Frere Ext 3 & 4	Integrated – P & FLS, CRU's	250	
Lady Frere Ext 3 & 4	Integrated – P & FLS, CRU's	390	
State Houses	Rectification	12	
Zwartwater- Dranti	Rural Subsidies – PHP	126	
Zwartwater- Dumdum	Rural Subsidies – PHP	389	
Guba Agri-Village (Restitution)	Rural Subsidies – Project Linked	420	

Project Name	Project Type	No of Sites	Status
Ida Farms Agri-Village	Rural Subsidies – Project Linked	360	
Gateway North	Integrated – P & FLS, CRU's	80	
Gateway South	Integrated – P & FLS, CRU's	120	
Gateway South	Integrated – P & FLS, CRU's	140	
Ntsokotha Hostel Redevelopment	Hostel redevelopment	480	
Maramastad Redevelopment	CRU's	151	
Mt. Arthur Hostel Redevelopment	CRU's	600	
Indwe	Individual Subsidy	60	
Dordrecht	Individual Subsidy	65	
Lady Frere	Individual Subsidy	85	
Mkaphus	Emergency Housing	6	
Cacadu	Emergency Housing	15	
Cumakala	Emergency Housing	4	
Kalfontein	Emergency Housing	3	
Machubeni	Emergency Housing	3	
Ngqanda	Emergency Housing	2	
Mavuya Location	Emergency Housing	30	
Dordrecht Nxomfu Springs Resettlement	Emergency Housing	35	
	Total	5 537	

B2: Housing Sector Plan Projects (2011 – 2014)

Completed Projects

Project Name	Project Type	No of Sites	Status
Cradock Ph 1	IRDP Phased approach top structure (informal settlements)	1676	Completed
Cradock Ph 2	IRDP Phased approach top structure (informal settlements)	1500	Completed
Cradock Michausdal R/L 2	IRDP Phased approach top structure (informal settlements)	1000	Completed
Middelburg	Rectification & Project Linked	1628	Completed
Middelburg Lusaka R/L 2	IRDP Phased approach top structure (informal settlements)	595	Completed
Total		4 771	

Completed Project

Project Name		Subsidy Instrument	Project Type	Planned Units	Current Status
Middelburg – Lusaka 592 Units		Project Linked Subsidy	Progress Payment Housing Project	80	Complete
Middelburg – Kwanonzamo – Greenfields 793 Sites +15% Geotec		Project Linked Subsidy	Progress Payment Housing Project	793	This project is complete but in need of rectification

Middelburg - MDROS - Greenfields 615 Sites +7.5% Geotec		Project Linked Subsidy	Progress Payment Housing Project	615	This project is complete but in need of rectification
Middelburg – 220 Subs		Project Linked Subsidy	Progress Payment Housing Project	220	This project is complete but in need of rectification

Source: DoHS - ELM Housing Sector Plan 2011-2014

High Income	High Income	150	Private Land
Total		623	

B3: Housing Sector Plan Projects (2014 – 2018) Completed Projects

Project Name	Subsidy Instrument	Project Type	Planned Units	Current Status
Dordrecht - R/land Ph 1 - 1000 subs	Project Linked Subsidy	People's Housing (Project Linked)	1000	Completed –But Rectification Consultant has been appointed
Dordrecht - 1000 subs	Project Linked Subsidy	People's Housing (Project Linked)	1000	Completed –But Rectification Consultant has been appointed
Indwe - R/land Ph 1 - 513 subs	Project Linked Subsidy	People's Housing (Project Linked)	513	Completed –But Rectification Consultant has been appointed
Indwe – 500 subs	Project Linked Subsidy	People's Housing (Project Linked)	500	Completed –But Rectification project – Assessment by NHBRC is taking place

Source: ELM Housing Sector Plan 2014-2018

Current Projects

Project Name	Subsidy Instrument	Project Type	Units	Current Status
Dordrecht - R/land Ph 1 - 1000 subs	Project Linked Subsidy	Rectification	1000	Consultant has been appointed
Dordrecht - Sinako Zwelethemba 289 Units	Project Linked Subsidy	Progress Payment Housing Project	289	Close out report stage
Dordrecht - 2000 Rectification	Project Linked Subsidy	Rectification	2000	
Dordrecht - 1000 subs	Project Linked Subsidy	Rectification	1000	Consultant has been appointed
Indwe - 500 Sites	Project Linked Subsidy	Rectification	500	Assessment by NHBRC is taking place.
Indwe - Mavuya 462 Units	Project Linked Subsidy	Progress Payment Housing Project	462	Procurement Stage

Indwe - West Gateway 160 Units	Project Linked Subsidy	Rectification	160	Current Project - Contractor has been appointed
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Source: ELM Housing Sector Plan 2014-2018

Planned Projects

Project Name	Type of project	No. of Units	Site Description	Ownership	Dev. Status	Comment
Dordrecht 800	IRDP	0	Greenfield	Mun (?)	Vacant, Un-serviced, Un-surveyed	Golf course portion of land including in development.
Indwe 800	IRDP	800	Greenfield	State land under tile by DRDLR (?)	Vacant, Un-serviced, Un-surveyed	Land to be transferred to municipality by DRDLR
Indwe Westgate	FLISP		Greenfield	Mun (?)	Vacant, Un-serviced, Un-surveyed	Project at tender stage
Lady Frere 800	IRDP	800	Greenfield	Mun (?)	Vacant, Un-serviced, Un-surveyed	Problem with bulk services.
Emergency 160	Individual subsidy on exiting land	160	No Site	Mun (?)	?	
Emergency 300	Individual subsidy on exiting land	300	No Site	Mun (?)	?	

Source: ELM Housing Sector Plan 2014-2018

Progress report current project

Middelburg Lusaka R/L 2		324	Completed
Total	Total	6152	

DELIVERED HOUSING (FROM PREVIOUS SECTOR PLANS)

Project Name	Project Type	No of Sites	Status
Cradock Ph 1	IRDP Phased approach top structure (informal settlements)	1676	Completed
Cradock Ph 2	IRDP Phased approach top structure (informal settlements)	1500	Completed
Cradock Michausdal R/L 2	IRDP Phased approach top structure (informal settlements)	1000	Completed
Middelburg	Rectification & Project Linked	1628	Completed
Middelburg Lusaka R/L 2	IRDP Phased approach top structure (informal settlements)	595	Completed
Total		771	

10. - MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT (FINANCIAL PLAN)

10.1 Introduction

- In general, a financial plan is a budget, in other words a plan for planned spending and for reserving income for future expenditure. This plan allocates future income to various types of expenditure, such as salaries, general expenditure, repairs and maintenance and also aims to reserve some income for short term and long term savings. A financial plan is also an investment plan, which allocates savings to various assets or projects expected to produce future economic benefits.
- One of the key issues identified for the sustainability of Emalahleni Local Municipality is expanding its revenue base to ensure that it remains financially viable and sustainable.
- This financial plan includes therefore the assumptions used when compiling the operating and capital budget, financial strategies and policies as well as the accounting policies

Financial viability is a key priority for 2018 to 2022 and our main focus is on:

- Achieving a clean audit outcome
- Complying with all LG legislations
- Building capacity in the finance departments
- Improving efficiency in our Supply Chain Management processes
- Implementing internal audit report recommendations
- Implementing sound financial reporting and control mechanisms
- Improve own revenue collection

Overview of financial viability

The municipality's financial management capacity is steadily growing. However, we are still unable to achieve as desired a clean audit outcome. This remains our strong aim as the council. Due to low economic development, we are experiencing linked problems of:

- Poor payment levels
- A large pool of debt comprises the 120 and above debtor day's category and this situation is compounded by historic debt that will not be recovered. Council needs to resolve on bad debt and write-off decision in order to cleanse our billing database
- No sustainable financial reserve to cushion us from bad debt and low payment levels
- Over reliance on national fiscal grants to fund our programmes and IDP commitments
- Lack of sound partnerships with private sector for leveraging our service delivery funding

10.2 Key focus areas for the 2019/20 budget process and assumptions

10.2.1 Local government conditional grants and additional allocations

The proposed division of revenue continues to prioritise funding services for poor communities. Allocations to local government subsidise the delivery of free basic services to low-income households, and the infrastructure needed to deliver those services.

The 2017 Medium Term Budget Policy Statement (MTBPS) indicates transfers to local government for the 2018 MTREF are R397 billion, of which 62.2 per cent comprise unconditional allocations while the remainder is conditional grant funding. The allocations for local government over the medium term represent 9.2 per cent of non-interest expenditure and an increase of 8.3 per cent.

The equitable share and the allocation of the general fuel levy to local government constitute unconditional funding. Conditional grant funding must be utilised for the intended purpose within the timeframes, as specified in the annual Division of Revenue Bill. Monies not spent must be returned to the fiscus and requests for roll-overs will only be considered in extenuating circumstances.

10.2.2 Headline inflation forecast

The outlook for inflation

The 2018 Budget set out expectations of improved economic performance that proved premature. During the first half of this year, South Africa experienced a technical recession – that is, declining of the two consecutive quarters of Gross Domestic Product (GDP) – driven primarily by contractions in agriculture and mining.

A strengthening US dollar and rising global interest rates have triggered fiscal crises in several major developing countries. South Africa's inflation targeting regime, flexible exchange rate and prudent debt management strategy have protected the economy from some of the global fallout. However, these events have led to a sharp depreciation of the Rand and large increases in government bond yields. It is important to note that the 2018 projected GDP growth forecast has been revised down from 1.5 per cent to 0.7 per cent. Growth is expected to recover gradually to over 2 per cent in 2021 as confidence returns and investment gathers pace.

The following macro-economic forecasts must be considered when preparing the 2019/20 MTREF municipal budgets.

Table 1.1 Macroeconomic projections, 2017 – 2021

Calendar year	2017 Actual	2018 Estimate	2019	2020	2021
<i>Percentage change unless otherwise indicated</i>					
Household consumption	2.2	1.6	1.9	2.3	2.6
Gross fixed-capital formation	0.4	0.9	1.5	2.1	2.9
Real GDP growth	1.3	0.7	1.7	2.1	2.3
GDP at current prices (R billion)	4,651.8	4,949.1	5,317.2	5,724.1	6,167.2
CPI inflation	5.3	4.9	5.6	5.4	5.4
Current account balance (% of GDP)	-2.4	-3.2	-3.2	-3.7	-3.9

Source: Reserve Bank and National Treasury

10.2.3 Eskom bulk tariff increase

The National Energy Regulator of South Africa (NERSA) develops the municipal tariff guideline increase based on Eskom's approved bulk price increase of electricity to municipalities and the increase on the municipalities' cost structures. Eskom has made a revenue application for the 2019/20 financial year, but NERSA has yet to make a decision on the application.

Municipalities are also urged to examine the cost structure of providing electricity services and to apply to NERSA for electricity tariff increases that reflect the total cost of providing the service so that they work towards achieving fully cost-reflective tariffs that will help them achieve financial sustainability. Municipalities in arrears with Eskom should ensure that their payment arrangements are effected in their 2019/20 MTREF budget.

10.2.4 Employee related costs

The *Salary and Wage Collective Agreement* for the period 01 July 2018 to 30 June 2021 dated 15 August 2018 through the South African Local Government Bargaining Council Circular No. 6 of 2018 should be used when budgeting for employee related costs for the 2019 MTREF. Municipalities are encouraged to perform an annual head count and payroll verification process by undertaking a once a year manual salary disbursement, in order to root out ghost employees.

The municipality has made provision of a flat 8% increase on all employee related costs for staff officials, a 7% increase for Councillors' and a 10% for all Senior Managers salaries and 14% for their Performance bonuses in line with their employment contracts.

The table below reflects employee costs as a % of operating budget

EC136 Emalahleni (Ec) - Table A4 Budgeted Financial Performance (revenue and expenditure)											
Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Expenditure By Type											
Employee related costs	2	54,543	66,175	74,155	93,342	90,638	90,638	-	94,388	100,480	109,157
Remuneration of councillors		10,885	11,185	12,466	26,093	13,135	13,135	-	14,070	14,816	16,001
Debt impairment	3	8,527	7,406	7,793	6,000	6,000	6,000	-	6,000	6,000	6,000
Depreciation & asset impairment	2	22,468	20,564	22,152	23,721	23,721	23,721	-	24,256	25,469	26,743
Finance charges		622	1,363	1,713	257	265	265	-	271	271	298
Bulk purchases	2	13,480	12,948	12,932	15,070	13,070	13,070	-	16,070	17,070	17,570
Other materials	8	-	-	-	2,986	3,676	3,676	-	2,337	1,083	1,090
Contracted services		9,847	6,282	6,501	13,507	20,182	20,182	-	16,068	13,026	13,053
Transfers and subsidies		28,906	14,584	4,301	390	145	145	-	230	235	240
Other expenditure	4, 5	42,463	45,369	48,710	22,524	27,161	27,161	-	19,836	20,055	20,154
Loss on disposal of PPE		8,831	1,244	-	-	-	-	-	-	-	-
Total Expenditure		200,572	187,121	190,724	203,890	197,992	197,992	-	193,526	198,505	210,306
Employee related costs as a % of Total Expenditure		27%	35%	39%	46%	46%	46%		49%	51%	52%
Remuneration of councillors as a % of Total Expenditure		5%	6%	7%	13%	7%	7%		7%	7%	8%
Total		33%	41%	45%	59%	52%	52%		56%	58%	60%

Employee costs amounts to 56% of the operating budget for the 2019/20 and increases to 58% in the 2021/22 financial years. This percentage then increases to 60% in the 2021/22 budget year. This is mainly due to the fact that the Municipality has adopted cost cutting and cost containment on all its expenditure lines items so to enable financial viability of the municipality, however employee costs cannot be cut due to contractual obligations and labour acts, in order to manage this cost will only fill vacated posts that are crucial to the operations of the municipality and all other posts will be left unfilled until such time that the cost is maintained at an acceptable level.

10.2.5 Remuneration of Councillors

Councillor's remuneration has been increased by 7% for the 2019/20 financial year. Councillor's remunerations amount to 7% of operating budget for the 2018/19 financial year. This % expenditure increases to 8% over the MTREF for the same reason as was provided under employee related costs above.

10.2.6 Non-payment of ESKOM

Section 65(2) e) of the Municipal Finance Management Act, 2003 (MFMA, ACT No. 56 of 2003) states that "The accounting officer of a municipality is responsible for the management of the expenditure of the Municipality" and "that all money owing by the municipality be paid within 30 days of receiving the relevant invoice or statement. Emalahleni LM continues to be within the legislated 30-day period for creditors and particularly for ESKOM.

The municipality has ensured in the 2018/19 financial year that all creditors are paid within the 30 days legislated time frame.

10.2.7 mSCOA

The implementation of mSCOA Regulations from 01 July 2017 revealed some of the challenges with version 6.1 of the chart that must be addressed. As a result of this, the chart was updated to version 6.2. Version 6.2 of the chart will be effective from 2018/19 and must be used to compile the 2018/19 MTREF. In addition, there were classification differences between the original budgets that were adopted by municipal council and the data strings that were submitted to National Treasury. Furthermore, the budget related policies were not updated to align to mSCOA (e.g. Virement policy).

The Emalahleni municipality is in the process of implementing its Council approved mSCOA implementation plan and is making satisfactory progress. The mSCOA Steering committee meets monthly to bi-monthly. All planned activities are achieved and implemented. However, there are still challenges with full implementation of this reform and the municipality is working hand in hand with the service provider and Provincial Treasury to ensure these challenges are overcome.

10.2.8 Other assumptions

- Debt impairment: the overall current collection levels are at 35% and the target collection rate for 2018/19 is 65%.

Payment levels for the following revenue streams have been estimated as follows (subject to finalization of the budget process):

Property rates	40%
Electricity	65%
Refuse	30%

The provision for bad debt, as per the Annual Financial statements for 2016/17 stands at R 42 728 million.

- **Bulk electricity purchases:** Emalahleni Municipality will increase its tariffs with an average of 13.07% as per NERSA guide;
- **Other expenditure:** All other expenditure will either be cut, remain the same or increase at 2-6 % for 2019/20 and the outer years respectively.
- Emalahleni Local Municipality will continue with its current powers and functions;
- The Budget is based on current service levels.
- The new electricity network through INEP Grant has not contributed to our electricity income as it is connected to ESKOM's grid.
- Government grants for the years 2019/2020 to 2021/2022 are as per the Division of Revenue Act, assuming that all allocations will be received;
- Growth in staff related costs has been provided for in the budget at 8% for 2019/20, growth in the remaining expense items have been forecasted based on the actual activities to be undertaken.
- Tariff increases relating to services are as follows:

Rates	5.4%
Electricity	13.07%
- All other service charges have been set at rates that are cost reflective and were benchmarked with municipalities of the same size.

10.3 OPERATING AND CAPITAL BUDGETS

The three-year financial plan includes an Operating Budget, Cash flow and Capital Programme for the three outer years till June 2022.

10.3.1 Operating budget/plan

EC136 Emalahleni (Ec) - Table A1 Budget Summary										
Description	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Financial Performance										
Property rates	3,744	4,146	5,212	4,615	4,550	4,550	–	4,799	5,039	5,346
Service charges	12,036	14,799	13,597	15,199	21,970	21,970	–	23,342	25,394	27,620
Investment revenue	3,846	2,313	1,183	2,045	1,045	1,045	–	1,147	1,200	1,202
Transfers recognised - operational	145,190	132,075	121,754	126,351	126,886	126,886	–	136,966	141,182	149,138
Other own revenue	8,560	9,247	8,861	9,656	12,934	12,934	–	11,768	12,493	11,752
Total Revenue (excluding capital transfers and contributions)	173,376	162,580	150,606	157,867	167,386	167,386	–	178,022	185,308	195,059
Employee costs	54,543	66,175	74,155	93,342	90,638	90,638	–	94,388	100,480	109,157
Remuneration of councillors	10,885	11,185	12,466	26,093	13,135	13,135	–	14,070	14,816	16,001
Depreciation & asset impairment	22,468	20,564	22,152	23,721	23,721	23,721	–	24,256	25,469	26,743
Finance charges	622	1,363	1,713	257	265	265	–	271	271	298
Materials and bulk purchases	13,480	12,948	12,932	18,056	16,746	16,746	–	18,407	18,153	18,660
Transfers and grants	28,906	14,584	4,301	390	145	145	–	230	235	240
Other expenditure	69,668	60,302	63,003	42,031	53,343	53,343	–	41,904	39,081	39,207
Total Expenditure	200,572	187,121	190,724	203,890	197,992	197,992	–	193,526	198,505	210,306
Surplus/(Deficit)	(27,196)	(24,541)	(40,118)	(46,022)	(30,606)	(30,606)	–	(15,503)	(13,196)	(15,247)
Transfers and subsidies - capital (monetary allocation)	30,615	26,170	33,666	42,257	42,257	42,257	–	31,848	33,484	35,837
Contributions recognised - capital & contributed asset	(259)	37	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	3,159	1,666	(6,452)	(3,765)	11,651	11,651	–	16,344	20,287	20,590
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	3,159	1,666	(6,452)	(3,765)	11,651	11,651	–	16,344	20,287	20,590
Capital expenditure & funds sources										
Capital expenditure	48,896	36,106	37,519	60,554	47,102	47,102	–	34,118	35,784	38,187
Transfers recognised - capital	31,356	25,319	33,666	45,329	42,807	42,807	–	31,848	33,484	35,837
Borrowing	–	–	3,853	225	0	0	–	–	–	–
Internally generated funds	17,539	10,788	–	15,000	4,295	4,295	–	2,270	2,300	2,350
Total sources of capital funds	48,896	36,106	37,519	60,554	47,102	47,102	–	34,118	35,784	38,187

Cash flow projections for the current year and the three outer budget years

EC136 Emalahleni (Ec) - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue By Source																
Property rates		400	400	400	400	400	400	400	400	400	400	400	400	4,799	5,039	5,346
Service charges - electricity revenue		1,363	1,363	1,363	1,363	1,363	1,363	1,363	1,363	1,363	1,363	1,363	1,363	16,355	17,958	19,712
Service charges - refuse revenue		582	582	582	582	582	582	582	582	582	582	582	582	6,987	7,436	7,908
Rental of facilities and equipment		122	122	122	122	122	122	122	122	122	122	122	122	1,468	1,561	142
Interest earned - external investments		96	96	96	96	96	96	96	96	96	96	96	96	1,147	1,200	1,202
Interest earned - outstanding debtors		511	511	511	511	511	511	511	511	511	511	511	511	6,127	6,557	7,014
Fines, penalties and forfeits		10	10	10	10	10	10	10	10	10	10	10	10	115	118	123
Licences and permits		126	126	126	126	126	126	126	126	126	126	126	126	1,514	1,597	1,690
Agency services		115	115	115	115	115	115	115	115	115	115	115	115	1,384	1,492	1,609
Transfers and subsidies		11,414	11,414	11,414	11,414	11,414	11,414	11,414	11,414	11,414	11,414	11,414	12,864	138,416	141,182	149,138
Other revenue		97	97	97	97	97	97	97	97	97	97	97	97	1,160	1,167	1,174
Total Revenue (excluding capital transfers and contributions)		14,835	14,835	14,835	14,835	14,835	14,835	14,835	14,835	14,835	14,835	14,835	16,285	179,472	185,308	195,059
Expenditure By Type																
Employee related costs		7,704	7,702	7,702	7,702	7,702	7,702	7,702	7,702	7,702	7,702	7,702	10,917	95,643	100,480	109,157
Remuneration of councillors		1,173	1,172	1,172	1,172	1,172	1,172	1,172	1,172	1,172	1,172	1,172	1,172	14,070	14,816	16,001
Debt impairment		500	500	500	500	500	500	500	500	500	500	500	500	6,000	6,000	6,000
Depreciation & asset impairment		2,021	2,021	2,021	2,021	2,021	2,021	2,021	2,021	2,021	2,021	2,021	2,021	24,256	25,469	26,743
Finance charges		23	23	23	23	23	23	23	23	23	23	23	23	271	271	298
Bulk purchases		1,339	1,339	1,339	1,339	1,339	1,339	1,339	1,339	1,339	1,339	1,339	1,339	16,070	17,070	17,570
Other materials		195	195	195	195	195	195	195	195	195	195	195	195	2,337	1,083	1,090
Contracted services		1,339	1,339	1,339	1,339	1,339	1,339	1,339	1,339	1,339	1,339	1,339	1,359	16,088	13,026	13,053
Transfers and subsidies		19	19	19	19	19	19	19	19	19	19	19	19	230	235	240
Other expenditure		1,654	1,653	1,653	1,653	1,653	1,653	1,653	1,653	1,653	1,653	1,653	1,728	19,911	20,055	20,154
Loss on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure		15,967	15,964	15,964	15,964	15,964	15,964	15,964	15,964	15,964	15,964	15,964	19,274	194,876	198,505	210,306
Surplus/(Deficit)		(1,132)	(1,128)	(1,128)	(1,128)	(1,128)	(1,128)	(1,128)	(1,128)	(1,128)	(1,128)	(1,128)	(2,988)	(15,403)	(13,196)	(15,247)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654	2,654	31,848	33,484	35,837
Surplus/(Deficit) after capital transfers & contributions		1,522	1,526	1,526	1,526	1,526	1,526	1,526	1,526	1,526	1,526	1,526	(334)	16,444	20,287	20,590
Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	1	1,522	1,526	1,526	1,526	1,526	1,526	1,526	1,526	1,526	1,526	1,526	(334)	16,444	20,287	20,590

10.3.2 Capital budget/plan

EC136 Emalahleni (Ec) - Table A1 Budget Summary										
Description	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<u>Capital expenditure & funds sources</u>										
Capital expenditure	48,896	36,106	37,519	60,554	47,102	47,102	-	34,118	35,784	38,187
Transfers recognised - capital	31,356	25,319	33,666	45,329	42,807	42,807	-	31,848	33,484	35,837
Borrowing	-	-	3,853	225	0	0	-	-	-	-
Internally generated funds	17,539	10,788	-	15,000	4,295	4,295	-	2,270	2,300	2,350
Total sources of capital funds	48,896	36,106	37,519	60,554	47,102	47,102	-	34,118	35,784	38,187

10.3.3 Capital Budget performance and spending

EMALAHLENI MUNICIPALITY									
STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS									
STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2018									
	Notes	Original Budget	Budget Adjustments (i.t.o. s28 and s31 of the MFMA)	Final Adjustment Budget	Shifting of Funds (i.t.o. s31 of the MFMA)	Virement (i.t.o. Council approved by-law)	Final Budget	Actual Outcome 2018	Actual Outcome as % of Final Budget
		R	R	R	R	R	R	R	%
Transfers Recognised - Capital		32,357,950	1,308,000	33,665,950	-	-	33,665,950	33,665,950	100.00%

The municipality spent 100% of its allocated capital budget in the 2018 financial year and plans to spend 100% in the financial 2019 year as well.

10.3.4 Capital Budget and Asset Management

The Capital and Asset Management Programme is listed in the Tables below.

EC136 Emalahleni (Ec) - Table A9 Asset Management

Description		Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
CAPITAL EXPENDITURE											
Total New Assets		1	48,896	36,106	37,519	37,753	23,248	23,248	11,866	11,166	6,178
Roads Infrastructure			18,812	19,369	16,691	3,307	4,571	4,571	1,729	-	-
Storm water Infrastructure			-	-	-	-	-	-	-	-	-
Electrical Infrastructure			-	2,218	3,840	225	425	425	-	-	-
Water Supply Infrastructure			-	-	-	-	-	-	-	-	-
Sanitation Infrastructure			-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure			5,559	417	8,094	-	-	-	-	-	-
Rail Infrastructure			-	-	-	-	-	-	-	-	-
Coastal Infrastructure			-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure			-	-	-	-	-	-	-	-	-
Infrastructure			24,371	22,004	28,625	3,532	4,996	4,996	1,729	-	-
Community Facilities			11,087	5,064	3,500	17,971	13,132	13,132	7,867	8,866	3,828
Sport and Recreation Facilities			1,752	-	448	-	-	-	-	-	-
Community Assets			12,839	5,064	3,948	17,971	13,132	13,132	7,867	8,866	3,828
Heritage Assets			-	-	-	-	-	-	-	-	-
Revenue Generating			-	-	-	-	-	-	-	-	-
Non-revenue Generating			-	-	-	-	-	-	-	-	-
Investment properties			-	-	-	-	-	-	-	-	-
Operational Buildings			1,770	4,836	4,306	15,000	3,000	3,000	2,000	2,000	2,000
Housing			-	-	-	-	-	-	-	-	-
Other Assets			1,770	4,836	4,306	15,000	3,000	3,000	2,000	2,000	2,000
Biological or Cultivated Assets			-	-	-	-	-	-	-	-	-
Servitudes			-	-	-	-	-	-	-	-	-
Licences and Rights			-	-	-	-	-	-	-	-	-
Intangible Assets			-	-	-	-	-	-	-	-	-
Computer Equipment			-	-	-	-	-	-	-	-	-
Furniture and Office Equipment			793	2,114	425	-	870	870	270	300	350
Machinery and Equipment			8,416	529	-	50	50	50	-	-	-
Transport Assets			707	1,560	214	-	-	-	-	-	-
Land			-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals			-	-	-	1,200	1,200	1,200	-	-	-

Total Upgrading of Existing Assets	6	-	-	-	13,522	19,287	19,287	22,252	19,617	5,172
Roads Infrastructure		-	-	-	2,522	8,287	8,287	11,158	11,079	5,172
Storm water Infrastructure		-	-	-	-	-	-	5,603	5,810	-
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	2,522	8,287	8,287	16,761	16,889	5,172
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	11,000	11,000	11,000	5,491	2,728	-
Community Assets		-	-	-	11,000	11,000	11,000	5,491	2,728	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total Capital Expenditure	4	48,896	36,106	37,519	60,554	47,102	47,102	34,118	35,784	38,187
Roads Infrastructure		18,812	19,369	16,691	5,829	12,858	12,858	12,887	11,079	32,009
Storm water Infrastructure		-	-	-	-	-	-	5,603	5,810	-
Electrical Infrastructure		-	2,218	3,840	225	425	425	-	5,000	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		5,559	417	8,094	1,300	500	500	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		24,371	22,004	28,625	7,354	13,783	13,783	18,490	21,889	32,009
Community Facilities		11,087	5,064	3,500	17,971	13,132	13,132	7,867	8,866	3,828
Sport and Recreation Facilities		1,752	-	448	18,979	15,067	15,067	5,491	2,728	-
Community Assets		12,839	5,064	3,948	36,950	28,199	28,199	13,358	11,595	3,828
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		1,770	4,836	4,306	15,000	3,000	3,000	2,000	2,000	2,000
Housing		-	-	-	-	-	-	-	-	-
Other Assets		1,770	4,836	4,306	15,000	3,000	3,000	2,000	2,000	2,000
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		793	2,114	425	-	870	870	270	300	350
Machinery and Equipment		8,416	529	-	50	50	50	-	-	-
Transport Assets		707	1,560	214	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	1,200	1,200	1,200	-	-	-
TOTAL CAPITAL EXPENDITURE - Asset class		48,896	36,106	37,519	60,554	47,102	47,102	34,118	35,784	38,187

ASSET REGISTER SUMMARY - PPE (WDV)	5	-	-	-	84,275	70,823	70,823	55,302	59,248	62,919
Roads Infrastructure		-	-	-	25,695	32,723	32,723	32,215	32,500	54,501
Storm water Infrastructure		-	-	-	549	549	549	6,152	6,386	605
Electrical Infrastructure		-	-	-	872	1,072	1,072	647	5,679	713
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	1,300	500	500	-	0	0
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	28,415	34,844	34,844	39,014	44,565	55,619
Community Assets		-	-	-	30,431	21,680	21,680	14,339	12,625	4,910
Heritage Assets		-	-	-	-	-	-	-	0	0
Investment properties		-	-	-	391	391	391	391	410	431
Other Assets		-	-	-	22,566	10,566	10,566	66	69	72
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	100	100	100	100	100	100
Computer Equipment		-	-	-	32	302	302	182	184	236
Furniture and Office Equipment		-	-	-	294	894	894	414	459	474
Machinery and Equipment		-	-	-	55	55	55	5	6	6
Transport Assets		-	-	-	790	790	790	790	830	871
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	1,200	1,200	1,200	-	-	-
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	-	-	-	84,275	70,823	70,823	55,302	59,248	62,919
EXPENDITURE OTHER ITEMS		30,022	31,241	265,024	29,330	31,984	31,984	29,079	30,426	31,844
Depreciation	7	23,003	25,319	260,923	23,721	23,721	23,721	24,256	25,469	26,743
Repairs and Maintenance by Asset Class	3	7,020	5,923	4,102	5,609	8,263	8,263	4,823	4,957	5,102
Roads Infrastructure		1,437	1,591	1,128	900	1,011	1,011	600	600	600
Storm water Infrastructure		-	-	-	1,403	1,403	1,403	1,517	1,641	1,776
Electrical Infrastructure		2,118	937	325	460	570	570	460	460	460
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		3,554	2,528	1,452	2,763	2,983	2,983	2,577	2,701	2,836
Community Facilities		602	402	561	720	3,120	3,120	530	540	550
Sport and Recreation Facilities		222	1	20	60	60	60	60	60	60
Community Assets		824	403	580	780	3,180	3,180	590	600	610
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		1,064	1,361	779	450	480	480	300	300	300
Housing		-	-	-	-	-	-	-	-	-
Other Assets		1,064	1,361	779	450	480	480	300	300	300
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	130	130	130	130	130	130
Intangible Assets		-	-	-	130	130	130	130	130	130
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		174	8	-	-	-	-	-	-	-
Machinery and Equipment		123	654	533	256	246	246	246	246	246
Transport Assets		1,280	969	757	1,230	1,244	1,244	980	980	980
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OTHER ITEMS		30,022	31,241	265,024	29,330	31,984	31,984	29,079	30,426	31,844
Renewal and upgrading of Existing Assets as % of total capex		0.0%	0.0%	0.0%	37.7%	50.6%	50.6%	65.2%	68.8%	83.8%
Renewal and upgrading of Existing Assets as % of deprecn		0.0%	0.0%	0.0%	96.1%	100.6%	100.6%	91.7%	96.7%	119.7%
R&M as a % of PPE		1.8%	1.4%	1.0%	6.7%	11.7%	11.7%	1.1%	1.1%	1.1%
Renewal and upgrading and R&M as a % of PPE		0.0%	0.0%	0.0%	34.0%	45.0%	45.0%	49.0%	50.0%	59.0%

10.3.5. Repairs and maintenance

The municipality continued to make huge strides during the 2016/17 and 2017/18 financial years to extend its plant. New heavy machinery and vehicle have been purchased. All these are to enhance the capabilities of the municipality to respond to its maintenance programme on existing, renewal and completely new assets. Below is the maintenance budget for the previous audited and outer years.

EC136 Emalahleni (Ec) - Supporting Table SA34c Repairs and maintenance expenditure by asset class

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Repairs and maintenance expenditure by Asset Class/Sub-class										
Infrastructure		3,554	2,528	1,452	2,763	2,983	2,983	2,577	2,701	2,836
Roads Infrastructure		1,437	1,591	1,128	900	1,011	1,011	600	600	600
Roads		-	-	-	900	1,011	1,011	600	600	600
Road Structures		1,437	1,591	1,128	-	-	-	-	-	-
Road Furniture		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	1,403	1,403	1,403	1,517	1,641	1,776
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	1,403	1,403	1,403	1,517	1,641	1,776
Attenuation		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		2,118	937	325	460	570	570	460	460	460
Power Plants		-	-	-	-	-	-	-	-	-
HV Substations		-	-	-	-	-	-	-	-	-
HV Switching Station		-	-	-	-	-	-	-	-	-
HV Transmission Conductors		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	93	107	107	93	93	93
MV Switching Stations		-	-	-	-	-	-	-	-	-
MV Networks		-	-	-	175	271	271	175	175	175
LV Networks		-	538	110	193	193	193	193	193	193
Capital Spares		2,118	399	214	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Community Assets		824	403	580	780	3,180	3,180	590	600	610
Community Facilities		602	402	561	720	3,120	3,120	530	540	550
Halls		581	-	271	130	2,430	2,430	130	130	130
Public Open Space		14	205	190	300	300	300	80	80	80
Capital Spares		7	197	100	-	-	-	-	-	-
Sport and Recreation Facilities		222	1	20	60	60	60	60	60	60
Indoor Facilities		-	-	-	-	-	-	-	-	-
Outdoor Facilities		122	1	20	60	60	60	60	60	60
Capital Spares		99	-	-	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Other assets		1,064	1,361	779	450	480	480	300	300	300
Operational Buildings		1,064	1,361	779	450	480	480	300	300	300
Municipal Offices		223	1,361	779	450	480	480	300	300	300
Capital Spares		842	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	130	130	130	130	130	130
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	130	130	130	130	130	130
Computer Software and Applications		-	-	-	130	130	130	130	130	130
Furniture and Office Equipment		174	8	-	-	-	-	-	-	-
Furniture and Office Equipment		174	8	-	-	-	-	-	-	-
Machinery and Equipment		123	654	533	256	246	246	246	246	246
Machinery and Equipment		123	654	533	256	246	246	246	246	246
Transport Assets		1,280	969	757	1,230	1,244	1,244	980	980	980
Transport Assets		1,280	969	757	1,230	1,244	1,244	980	980	980
Total Repairs and Maintenance Expenditure	1	7,020	5,923	4,102	5,609	8,263	8,263	4,823	4,957	5,102
R&M as a % of PPE		1.8%	1.4%	1.0%	6.7%	11.7%	11.7%	0.0%	1.1%	1.1%
R&M as % Operating Expenditure		3.5%	3.2%	2.2%	2.8%	4.2%	4.2%	0.0%	2.5%	2.6%

The Repairs and maintenance budget amounted to 2.5% of Total budget in the 2019/20 financial year. this budget has remained the same in the 2020/21 financial year. This percentage increases to 2.6 in 2021/22.

10.3.6 Grants Receipts and Expenditure

The Table below reflects the grants received and to be received in the 2018/19 budget year

EC136 Emalahleni (Ec) - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand										
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		-	-	-	121,856	121,856	121,856	130,556	139,172	147,304
Local Government Equitable Share					115,774	115,774	115,774	123,739	130,898	138,730
Finance Management					2,415	2,415	2,415	2,880	3,312	3,312
EPWP Incentive					2,022	2,022	2,022	2,261		
Municipal Infrastructure Grant					1,645	1,645	1,645	1,676	1,762	1,886
Integrated National Electrification Programme									3,200	3,376
Other transfers/grants [insert description]										
Provincial Government:		-	-	-	3,350	3,350	3,350	1,005	1,005	1,005
Libraries, Archives and Museums - Library Services					900	900	900	1,005	1,005	1,005
Department of Economic Development, Tourism and Creative Industries					2,450	2,450	2,450			
Other transfers/grants [insert description]										
District Municipality:		-	-	-	-	-	1,130	-	-	-
Chris Hani							1,130			
Other grant providers:		-	-	-	-	-	-	-	-	-
[insert description]										
Total Operating Transfers and Grants	5	-	-	-	125,206	125,206	126,336	131,561	140,177	148,309
Capital Transfers and Grants										
National Government:		-	-	-	42,257	42,257	42,257	31,848	33,484	35,837
Municipal Infrastructure Grant					42,257	42,257	42,257	31,848	33,484	35,837
Other capital transfers/grants [insert desc]										
Provincial Government:		-	-	-	550	550	550	-	-	-
Department of Economic Development, Tourism and Agriculture					550	550	550			
District Municipality:		-	-	-	-	-	-	-	-	-
Chris Hani										
Other grant providers:		-	-	-	-	-	-	-	-	-
[insert description]										
Total Capital Transfers and Grants	5	-	-	-	42,807	42,807	42,807	31,848	33,484	35,837
TOTAL RECEIPTS OF TRANSFERS & GRANTS		-	-	-	168,013	168,013	169,143	163,409	173,661	184,146

The below table shows the expenditure on grants received

EC136 Emalahleni (Ec) - Supporting Table SA19 Expenditure on transfers and grant programme

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand										
EXPENDITURE:	1									
Operating expenditure of Transfers and Grants										
National Government:		-	-	-	121,856	121,856	121,856	130,556	139,172	147,304
Local Government Equitable Share					115,774	115,774	115,774	123,739	130,898	138,730
Finance Management					2,415	2,415	2,415	2,880	3,312	3,312
EPWP Incentive					2,022	2,022	2,022	2,261		
Municipal Infrastructure Grant					1,645	1,645	1,645	1,676	1,762	1,886
Integrated National Electrification Programme									3,200	3,376
Other transfers/grants [insert description]										
Provincial Government:		-	-	-	3,350	3,350	3,350	1,005	1,005	1,005
Libraries, Archives and Museums - Library Service					900	900	900	1,005	1,005	1,005
Department of Economic Development, Tourism and Agriculture					2,450	2,450	2,450			
Other transfers/grants [insert description]										
District Municipality:		-	-	-	-	-	1,130	-	-	-
Chris Hani							1,130			
Other grant providers:		-	-	-	-	-	-	-	-	-
[insert description]										
Total operating expenditure of Transfers and Grants		-	-	-	125,206	125,206	126,336	131,561	140,177	148,309
Capital expenditure of Transfers and Grants										
National Government:		-	-	-	42,257	42,257	42,257	31,848	33,484	35,837
Municipal Infrastructure Grant					42,257	42,257	42,257	31,848	33,484	35,837
Other capital transfers/grants [insert desc]										
Provincial Government:		-	-	-	550	550	550	-	-	-
Department of Economic Development, Tourism and Agriculture					550	550	550			
District Municipality:		-	-	-	-	-	-	-	-	-
Chris Hani										
Other grant providers:		-	-	-	-	-	-	-	-	-
[insert description]										
Total capital expenditure of Transfers and Grants		-	-	-	42,807	42,807	42,807	31,848	33,484	35,837
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		-	-	-	168,013	168,013	169,143	163,409	173,661	184,146

The Below table shows the % spent of the conditional grants received

APPENDIX D									
EMALAHLENI MUNICIPALITY									
DISCLOSURES OF GRANTS AND SUBSIDIES IN TERMS OF SECTION 123 OF MFMA, 56 OF 2003									
Grant Description	Balance 30 June 2017	Correction of Error	Restated Balance 30 June 2017	Contributions during the year	Interest on Investments	Repaid to National Revenue Fund	Operating Expenditure during the year Transferred to Revenue	Capital Expenditure during the year Transferred to Revenue	Balance 30 June 2018
National Government Grants									
Equitable Share	-	-	-	115,992,000	-	-	(115,992,000)	-	-
Finance Management Grant	-	-	-	2,345,000	-	-	(2,345,000)	-	-
Municipal System Improvement Grant	-	-	-	-	-	-	-	-	-
Municipal Infrastructure Grant	-	-	-	34,061,000	-	-	(1,703,050)	(32,357,950)	0
Integrated National Electrification Grant	-	-	-	-	-	-	-	-	-
Extended Public Works Program	-	-	-	1,308,000	-	-	-	(1,308,000)	-
Total National Government Grants	-	-	-	153,706,000	-	-	(120,040,050)	(33,665,950)	0
Provincial Government Grants									
Housing	-	-	-	-	-	-	-	-	-
Library	-	-	-	900,000	-	-	(900,000)	-	-
Department of Roads and Public Works	(1,205,102)	-	(1,205,102)	1,205,102	-	-	-	-	0
Total Provincial Government Grants	(1,205,102)	-	(1,205,102)	2,105,102	-	-	(900,000)	-	0
District Municipality									
Paving and beautification	(486,764)	-	(486,764)	500,000	-	-	(13,236)	-	-
Construction of Feedlot	800,500	-	800,500	-	-	-	(800,500)	-	-
Total District Municipality Grants	313,736	-	313,736	500,000	-	-	(813,736)	-	-
Total Grants	(891,366)	-	(891,366)	156,311,102	-	-	(121,753,786)	(33,665,950)	0

The Municipality has endeavoured and have succeeded in spending 100% on conditional grants over the past years. These conditional grants are received into a Primary bank account from which transfers are done to operating bank account to effect payments. Grants are spent in line with grant conditions as set out in DORA and as per approved business plans. Monthly reports are prepared and submitted to Treasury and relevant government departments regarding monthly expenditure.

10.3.7 Financial Strategy

Emalahleni Local Municipality is a developing municipality located in the rural areas of the Province of the Eastern Cape. Only 29% of its population is economically active which poses specific challenges regarding financial sustainability. Council operations must be conducted in a manner that will ensure that services will remain affordable and yet tariffs must be able to cover costs.

10.3.8 General Valuation

The municipality implemented its new valuation roll conducted in the 2017/18 financial year on 1 July 2018. This general valuation roll will be valid for the next 5 years including the 2018/19 financial year. Supplementary valuations will be conducted annually to supplement the General valuation roll with annual property changes that occurs within the municipality. A supplementary valuation is conducted in the current 2018/19 financial year for implementation on 1 July 2019. The municipal general valuation roll is published on the municipal website and the supplementary valuation rolls are also made public for inspection and comments by the community and is published on the municipal website.

The resolution for levying of rates for the 2018/19 financial year was gazetted in compliance with section 14 of the MPRA on 28 May 2018 in the provincial gazette, gazette no. 4052. The property rates by-law was gazetted in compliance with Section 6 of MPRA in the EC Provincial Gazette No. 3593 dated 15 February 2016.

a) Revenue Raising Strategy

Drastic steps must be taken to improve the municipality's revenue collection to maintain the going concern principle as it will eventually lead to cash flow problems if not improved. The collection rate target for the 2018/19 financial year has been set at 67 %, but indications at mid-year was that this target will not be met.

The municipality provides refuse collection and electricity distribution services to its residents which it bills on a monthly basis. Charges for these services are based on the approved tariffs applicable. Debtors are billed monthly and a consolidated debtor statement is issued monthly to all debtors. The municipality continues its endeavours to clean consumer's data within the billing system to ensure data integrity that will ensure that billing statements reach the correct persons and that the billing charges are also accurate.

The % collection on revenue for the last two years are shown below

EC136 Emalahleni (Ec) - Table A4 Budgeted Financial Performance (revenue and expenditure)											
Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue By Source											
Property rates	2	3,744	4,146	5,212	4,615	4,550	4,550	-	4,799	5,039	5,346
Service charges - electricity revenue	2	8,679	11,023	10,101	10,570	15,946	15,946	-	16,355	17,958	19,712
Service charges - water revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	2	(47)	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2	3,404	3,777	3,495	4,629	6,024	6,024	-	6,987	7,436	7,908
Rental of facilities and equipment		771	727	813	885	612	612	-	1,468	1,561	142
Interest earned - external investments		3,846	2,313	1,183	2,045	1,045	1,045	-	1,147	1,200	1,202
Interest earned - outstanding debtors		4,633	4,709	4,854	5,206	5,595	5,595	-	6,127	6,557	7,014
Dividends received		-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		81	116	9	110	49	49	-	115	118	123
Licences and permits		444	1,073	1,638	1,309	1,442	1,442	-	1,514	1,597	1,690
Agency services		59	67	75	1,313	1,313	1,313	-	1,384	1,492	1,609
Transfers and subsidies		145,190	132,075	121,754	126,351	126,886	126,886	-	136,966	141,182	149,138
Other revenue	2	2,407	787	1,439	834	3,922	3,922	-	1,160	1,167	1,174
Gains on disposal of PPE		165	1,769	33	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		173,376	162,580	150,606	157,867	167,386	167,386	-	178,022	185,308	195,059

The collection rate in the 2017/18 financial year was around 36.36%. The revenue section is in the process of putting programs in place to increase the debtor collection rate. The following are some of the more significant programmes that have been identified that could enhance the municipality's revenue:

- **The review and implementation of the Credit Control & Debt Collection Policy.** This policy and the relevant procedures detail all areas of credit control, collection of amounts billed to customers, procedures to be followed for non-payment etc. This policy has been put in place as a vehicle through which the debtor turnover rate can be increased to ideally get amounts due by debtors within 7 to 14 days. The debtor's turnover rate for the last two years has been far below the desired debtor's turnover rate:
- **The review and implementation of the Indigent Policy.** This policy defines the qualification criteria of an indigent, the level of free basic services enjoyed by indigent households, penalties for abuse of the policy etc.
- **The review and implementation of the Tariff Policy.** This policy will ensure that fair tariffs are charged in a uniform manner throughout the Emalahleni Local Municipality area. Tariffs must remain affordable but also insure sustainable services.
- **The implementation of the Property Rates and Valuation Policy.** This ensures that a fair rates policy and an updated valuation roll is applied to the entire Emalahleni Local Municipality area and will aim to ensure that all properties are included in the municipality's records. Furthermore the policy ensures that valuations are systematically carried out on a regular basis for all properties. The municipality has compiled a new valuation roll during 2017/18 financial year which has been implemented in the 2018/19 financial year
- **The review and implementation of the Customer Incentive Scheme.** This scheme will detail the incentives and prizes that will be made available to encourage customers to pay their accounts promptly.
- **The review and implementation of the Improved Payment Strategy.** This strategy aims at implementing innovative cost effective processes to encourage consumers to pay their accounts in full on time each month, including increasing the methods of payment and implementing on-line pre-payment systems.
- **The review and implementation of the Revenue Enhancement Strategy.** This strategy aims at increasing revenue collected by investigating other sources of revenue and also to investigate savings on expenditure. This strategy is reviewed annually to

ensure relevance and improved effectiveness. The Provincial Treasury has offered its assistance in the 2016/17 financial year to assist the municipality in the reviewal and revamp of the revenue enhancement strategy.

- **The development and implementation of the bad debt write off policy.** This policy aims at directing council and management on the process of identifying bad debt and the method to be followed to write it off.
- **Reduction of electricity Distribution losses.** The municipality is bleeding through electricity losses that have reached 32% in the 2017/18 financial year. The municipality has as part of the revenue enhancement strategy put measures in place to reduce and eradicate these distribution losses in the short to medium term. These include the monthly extraction of a low sales report that will give guidance as to which households could be tempering. Further a door to door electricity meter inspections will be conducted and all faulty meters will be replaced with smart meters. Further, the municipality will install bulk meters to firstly, meter the bulk electricity coming in from Eskom and also meter the electricity usage per area. This should further give the municipality an indication where most electricity losses occur and the municipality will be able to respond to such more quicker.
- The municipal resources are well managed and there was no need to develop a financial recovery plan. However, there is huge pressure on available resources versus needs of communities.

b) Asset Management Strategy

- **GRAP compliant Asset Register**

The Municipality is a low capacity municipality and had to comply fully with GRAP 17 by 30 June 2012. The municipality managed to compile a GRAP compliant fixed asset register in compliance with Treasury requirements. The FAR passed the audit with no major findings by Auditor General during the 2016/17 annual audit. The asset register is maintained monthly and annual asset counts are performed.

The following are some of the more significant programmes that have been identified regarding the management of assets:

- **The implementation of an integrated asset management system.** This programme will involve the investigation, identification and implementation of a suitable integrated asset management system. It will also include the capturing of all assets onto this system, the maintenance of this system and the production of a complete asset register in terms of GRAP requirements.
- **The implementation of the fixed asset infrastructure roadmap i.e. action plan.** This plan will involve a status quo assessment of current infrastructure assets, the implementation of individual action plans within the roadmap and the development of individual infrastructure asset registers. This project is contingent on various departments maintaining their respective infrastructure asset registers and supplying all the necessary information to the Asset Management Section to enable the necessary infrastructure asset information to be included in the asset register in terms of GRAP requirements.
- **The review and update of asset and risk insurance procedures and the renewal of the insurance portfolio.** This programme will involve the identification of risks in conjunction with insurers and all Departments and the review and update of the asset and risk insurance procedure manual. It will also include the review of the existing insurance portfolio and the renewal of the insurance policy as per the renewal terms.

c) Capital Financing Strategy

The following are some of the more significant programmes that have been identified:

- **The development and implementation of a loan capacity policy.** This policy will ensure that any borrowings taken by the Emalahleni Local Municipality will be done in a responsible manner and that the repayment and servicing of such debt will be affordable.

- **The review and implementation of the policy for access finance (including donor finance).** This policy will ensure that all available funding sources are vigorously pursued.

d) Information and Communication Technology Strategy

Due to the growth in the organogram of the municipality, the demand for computer hardware and software also increased. The current IT section cannot cope with the demand for support from all the users. A five year plan needs to be developed for the purchase, maintenance of computer hardware and software and support to users. The municipality has move to CLOUDWARE for its financial system. The municipality has also started its mSCOA project and has started implementing the Council approved MSCOA implementation plan. The mSCOA requirement will put further pressure on the municipal ICT capacity and will require additional capacity to ensure that the municipality is mSCOA compliant at 1 July 2017.

10.3.8 Financial Management Policies

a) General Financial Philosophy

The financial policy of the Emalahleni Local Municipality is to provide sound, secure and fraud free management of financial services. The Budget and Finance Office has the following objectives:

- Implementation of LG MFMA
- Implementation of the LG Municipal Property Rates Act
- Management of the Budget Process
- Performance of the Treasury Function
- Collection and Management of Municipal Revenue
- Establishment of a Supply Chain Management Unit
- Establishment of a FBS/Indigent Support Unit
- Maintenance of Internal Financial Control
- Production of Financial Performance Reports
- To Retain and improve the Financial Viability of the Municipality
- To have an Unqualified Audit Report

b) List of policies

The following policies are reviewed annually with the IDP and Budget process and are adopted with the final IDP and BUDGET and will be implemented on 1 July 2019. These policies are also made available on the municipal website to facilitate access to all stakeholders.

- Debt collection and credit control policy
- Bad debt write off policy
- Budget policy
- Indigent policy
- Cash and investment management policy
- Rates policy
- Tariff policy
- Information Technology policy
- Supply chain management policy
- Interest reversal policy
- Loans policy
- Unforeseen and unavoidable expenditure policy
- Administration of immoveable Property Policy
- MFMA Delegation Policy
- Anti-corruption and Fraud prevention Policy
- Asset management policy

c) Budget-related policies and by-laws

These policies are promulgated into by-laws and gazetted to ensure legal implementation. The current by-laws were promulgated in an EC Provincial Gazette Extraordinary, Gazette No. 1687 date 16 March 2007. The municipality has in the 2015/16 financial year promulgated and gazetted the Property rates by-law in the EC Provincial Gazette No. 3593 dated 15 February 2016.

1) Budget Policy

The aim of the policy is to set out the budgeting principles which the municipality will follow in preparing each annual budget, as well as the responsibilities of the chief financial officer in compiling such budget.

2) Tariff Policy

A tariff policy must be compiled, adopted and implemented in terms of Section 74 of the Local Government: Municipal Systems Act 2000, such policy to cover, among other things, the levying of fees for municipal services provided by the municipality itself or by way of service delivery agreements.

3) Rates Policy

In developing and adopting this rates policy, the council has sought to give effect to the sentiments expressed in the preamble of the LG Municipal Property Rates Act, namely that:

- the Constitution enjoins local government to be developmental in nature, in addressing the service delivery priorities of our country and promoting the economic and financial viability of our municipalities;
- there is a need to provide local government with access to a sufficient and buoyant source of revenue necessary to fulfil its developmental responsibilities;
- revenues derived from property rates represent a critical source of income for municipalities to achieve their constitutional objectives, especially in areas neglected in the past because of racially discriminatory legislation and practices; and
- it is essential that municipalities exercise their power to impose rates within a statutory framework which enhances certainty, uniformity and simplicity across the nation, and which takes account of historical imbalances and the burden of rates on the poor.

In applying its rates policy, the council shall adhere to all the requirements of the Property Rates Act No. 6 of 2004 including any regulations promulgated in terms of that Act.

4) Indigent Support Policy

The objective of Indigent Support Policy is to ensure the following:

- The provision of basic services to the community in a sustainable manner, within the financial and administrative capacity of the Council; and
- To provide procedure and guidelines for subsidization of basic provisions received from Central Government, according to prescribed Policy guidelines.

The Council also recognizes that there may be residents simply not able to afford the cost of full provision and for this reason the Council will endeavour to ensure affordability through:

- Setting tariffs in terms of the Council Tariff Policy; which will balance the economic viability of continued service delivery; and
- Determining appropriate service levels.

5) Credit Control & Debt Collection Policy

The purpose is to ensure that credit control forms an integral part of the financial system of the local authority, and to ensure that the same procedure be followed for each individual case.

6) **Supply Chain Management Policy**

The objective of this policy is to provide a policy framework within which the municipal manager and Chief Financial Officer can institute and maintain a supply chain management system which is transparent, efficient, equitable, competitive, which ensures best value for money for the municipality, applies the highest possible ethical standards, and promotes local economic development.

By adopting this policy the council further pledges itself and the municipal administration, to the full support of the Proudly SA campaign and to the observance of all applicable national legislation, including specifically the:

- Preferential Procurement Policy Framework Act No. 5 of 2000 and its regulations;
- Broad Based Black Economic Empowerment Act No. 53 of 2003 and any applicable code of practice promulgated in terms of that Act; and
- LG Municipal Finance Management Act No. 56 of 2003, including the regulations relating to the prescribed framework for supply chain management

Where applicable, the council also pledges itself to observe the requirements of the Construction Industry Development Board Act No. 38 of 2000 and its regulations.

All policies were reviewed during the 2018/19 financial year and coded into formal by-laws. Most of the current by-laws were promulgated in the EC Provincial Gazette.

10.3.9 FUNCTIONALITY OF SUPPLY CHAIN UNIT AND IMPLEMENTATION OF LEGISLATION

The biggest threat to the municipality is the old contracts that were qualified in prior year and that are still operational. The following table will illustrate that the supply chain unit at Emalahleni is very functional:

NO.	ACTIVITY UNDERTAKEN	IMPLEMENTED	PROGRESS/DATE IMPLEMENTED
1.	SCM Policy	ELM developed a Supply Chain Management Policy taking into account the Municipal SCM Regulations. The Policy was work shopped with all ELM Councillors' and officials.	The SCM Policy was reviewed in March 2018 and has been adopted by Council.
2.	Committee System	The Accounting Officer established a committee system that is consistent with the Municipal SCM Regulations and any other applicable legislation for competitive bids consisting of: (i) a bid specification committee; (ii) a bid evaluation committee; and (iii) a bid adjudication committee; Rules and procedures governing the functioning of the above mentioned Bid Committees were drafted. Training of the Bid Committees have been conducted for all committee members.	The Bid Specification, Bid Evaluation and Bid Adjudication Committees function very well and they were appointed in writing.
3.	Code Of Conduct, Oath Of Secrecy, Declaration Of All Business Interests	The Code of Conduct, Oath of Secrecy and Declaration of all business interests have been drafted, and were signed by all officials involved in SCM process.	The Code of Conduct, Oath of Secrecy and Declaration of all Business Interests is signed by all officials involved in SCM process on an annual basis.
		Notice boards placed in a public area that is accessible	Bid notice boards are placed in areas that are accessible
		Bid Box placed in a public area that is accessible during office hours.	The bid box is situated at reception area in the municipal main building

NO.	ACTIVITY UNDERTAKEN	IMPLEMENTED	PROGRESS/DATE IMPLEMENTED
		Bid Specifications Committee commenced with effect from the date Members were appointed and membership is renewed annually.	The Bid Specifications Committee commenced with effect from the date members were appointed and membership is renewed annually.
		For goods or services between the values of R1.00 and R30 000 we are using requisition books and requesting quotations by phone.	The ELM requisition books that allow Section Head and Head of Department signatures for request and recommendation of procurement of proposed goods and services are still being utilized.
		Placing notices on the Bid Notice Boards and website and advertising for goods or services between the values of R30 000 and R200 000 with effect from the date our policy was adopted. Turnaround time for procurement below R30 000 is that within 5 days an order will be issued after the request has been submitted. For procurement above R30 000 the turnaround time is 2 weeks and an order will be issued after the request has been submitted	All bid notices for the advertising for goods and or services above R30 000 and R200 000 is placed on the Bid Notice Boards and ELM Website.
		Demand Management Plan which entail capital projects and procurement of major commodities was signed by the Accounting Officer on the 28 July 2016	SCM office monitors and ensures that we procure according to this plan. Monthly reports on the implementation of the plan are expected to be prepared by SCM office to the Municipal Manager.
		Bid Evaluation Committee Members to be re-trained.	The training is ongoing.
		Bid Adjudication Committee Members to be re-trained.	The training is ongoing
		Threshold levels embedded in our SCM Policy are observed and applied.	As per our SCM policy and pursuant to the revised Preferential Procurement Regulations, 2011.
		General preconditions for consideration of written quotations or bids developed.	General Conditions of Contract included in all bids as well as special conditions where applicable.
		The Central Supplier Database is a national database for all spheres of government. The municipality lists of accredited prospective providers developed on the Sebata System after the supplier has submitted the summary report from the Central Supplier Database to the municipality. These databases are updated on a daily bases to include any additional prospective	A list of accredited prospective providers is in place. The Database is updated daily. The Municipality is in the process of migrating the data from normal excel spread sheet to the new SEBATA FMS(System).This system is

NO.	ACTIVITY UNDERTAKEN	IMPLEMENTED	PROGRESS/DATE IMPLEMENTED
		providers and any new commodities or types of services.	envisaged to revolutionise the SCM paper based system, and on the other hand it will help minimize the risks involved with the current system such as in circulation of business amongst the service providers favouritism and/or collusion with suppliers.
		A procedure manual for procuring goods or services through written or verbal quotations and formal written price quotations is in place and is in the process of being signed by the Accounting Officer.	A Procedure Manual for procuring goods or services through written or verbal quotations and formal written price quotations is being developed and is in a process of being signed by the Accounting Officer.
		Delegation by the Accounting Officer to all HODs approving the procurement of goods and services between the values of R30 001 and R200 000 implemented. For bids above R200 000, the Bid Adjudication Committee recommends the Accounting Officer to make an award.	Delegations in terms of 'Municipality' Delegation Policy is implemented.
		Process developed for competitive bidding.	Competitive bids are implemented according to our SCM policy, NT regulations and CIDB regulations where necessary and other relevant pieces of legislation.
		Procedures developed for the procurement of goods and services from other Organs of State.	The procurement of goods and services from other Organs of the State as per MFMA and SCM regulations.
		Procedures developed for emergency and urgent procurement of goods and services.	The SCM Policy is followed and strictly complied with The Deviation register was developed and Municipal Manager approves all transactions
		Bid Evaluation Committee commenced with effect from the approval of the SCM policy	The committee is still in place and its meetings are set to convene every Wednesday or when necessary.
		Bid Adjudication Committee commenced with effect from 1 October 2005. The turnaround time for a project to be adjudicated and awarded is 90 days from the date of the request being submitted	The committee is still in place and its meetings are set to convene every Friday or when necessary.

NO.	ACTIVITY UNDERTAKEN	IMPLEMENTED	PROGRESS/DATE IMPLEMENTED
6.	System of Logistics Management	Contract documentation for all contracts entered into through the procurement of goods and services is kept safely in the SCM Storeroom.	After each award, a Service Level Agreement (SLA) and Form of Offer and Acceptance for construction related contracts are signed after each award as the case may be. All contract documents are archived.
7.	System of Disposal Management	Asset Management Policy has been developed.	The Asset Management Policy is in place. The Asset Management Policy is reviewed whenever there is a need to do so
		Code of Conduct Signed by officials involved in SCM.	The Code of Conduct is signed by all officials involved in SCM on an annual basis.
		Oath of Secrecy signed by officials involved in SCM.	The Oath of Secrecy is signed by all officials involved in SCM on an annual basis.
		Declaration of all Business Interests signed by officials involved in SCM.	The Declaration of all Business Interests is signed by all officials involved in SCM on an annual basis.
	Contract Management	Contracts are effectively managed by the contracts management officer within the SCM unit.	Contracts are concluded for each project through the SCM unit and a contracts register is maintained
9.	System of Performance Management	Monitoring and performance mechanisms put in place.	Monitoring and performance mechanisms have been developed and implemented.
		Reporting monthly to National and Provincial Treasury on all adjudicated bids.	Monthly reports are submitted to NT and PT.
		Reporting monthly to the Accounting Officer on the procurement of all goods and services.	Monthly reports are submitted to the Accounting Officer.
		Reporting quarterly to the Mayor on the procurement of all goods and services.	Quarterly reports are submitted to the Mayor.
		Reporting quarterly to Council on the procurement of all goods and services, i.e. Quarterly SCM Report.	Quarterly reports are submitted to Council.
10.	Gifts Register	Reporting as and when this occurs to the Accounting Officer in terms of declarations of rewards, gifts, favours, hospitality or other benefit promised.	Each and every department has in the office of its HOD the Gifts register where officials are expected to disclose in terms of declarations of rewards, gifts, favours, hospitality or other benefit promised.

NO.	ACTIVITY UNDERTAKEN	IMPLEMENTED	PROGRESS/DATE IMPLEMENTED
11.	Establishment of the SCM Unit	The SCM Unit has been established as per the SCM Regulation no. 7. The Unit is not fully fledged as yet but there is an approved organogram that is populated gradually. The positions that are populated do ensure that there is segregation of duties	The major positions in the organogram have been filled to allow segregation of duties

10.3.10 Indigent support and management

The Emalahleni Local municipality has a functional Free Basic Services unit managed by the FBS practitioner. Temporal staff funded through the EPWP programme are contracted from time to time to assist this unit especially during the annual indigent registrations.

An indigent policy has been developed in line with the Local Government guidelines and has been adopted by the municipal Council. This policy is reviewed annually as part of the budget related policies that gives effect to the indigent subsidies to be budgeted for. This subsidy encompasses subsidisation of full refuse charge, 50 kWh of electricity and an amount on assessment rates. The budgeted amount and actual amounts spent for free basic services (refuse charges and free electricity) funded from the equitable share amounted to R 3.834 million and R 3.831 million for the 2016/17 financial year and R 2.024 million and R 2.207 million for the 2017/18 financial year respectively. A budget of R 2.900 million has been set aside for the 2018/19 financial year. Water and sanitation is provided by the District municipality.

Indigent registrations are done annually between February and April. An indigent register is compiled annually subsequent to each registration that undergoes intense review by the respective ward committees, ward councillor and the Chief Financial Officer. The municipality had established the Indigent steering committee before but had experienced that it is inefficient as the committee members tend not to be available and that the respective ward committee members and ward Councillor of the particular ward would anyway be the ones knowledgeable about the indigency status of debtors in their respective wards. The municipality decided to rather go the route of having the ward committee and ward Councillor of the affected ward review the applications and by so doing speed up the process and ensure credibility of the register.

The Chris Hani district municipality integrates its annual indigent registration with that of the municipality to ensure coherence and reconciliation between the debtors that receive subsidies from the Local municipality and the District Municipality. The district municipality would also co-fund the indigent registration process to ensure that adequate resources are available to ensure effectiveness of the process.

10.3.11 Improvement in audit outcome

The municipality has an AFS process plan that is implemented throughout the year in preparation of the AFS audit file. This practice has translated in the improved audit opinion from many years of disclaimer opinion to an unqualified audit opinion in the 2014/15 and has maintained that audit opinion through to 2017/18 financial year.

The municipality has developed an audit action plan for the 2016/17 financial year to address all findings by the Auditor General and to further ensure that proper internal controls are put in place to prevent these findings from reoccurring in the new financial year. The audit action plan is monitored monthly and progress reported monthly to management and Council. Good progress has been made on the implementation of the 2017/18 action plan. All issues relating to the 2017/18 findings are to be addressed by 31 August 2019.

The municipality has managed to resolve most of its recurring audit queries of the past. The municipality strives to maintain processes and internal controls that are in place and that are effective whilst addressing its short comings by putting internal controls in place. Standard operating procedures have been developed and approved for supply chain management section and expenditure management section. The National Treasury has also developed standard operating procedures (SOP's) for all municipalities. The

municipality will tailor make it for its situation. The policies, SOP's, Internal Audit reports recommendation and risk register are and will be used to improve the internal control environment of the municipality.

The municipality's filing system that has been put in place has also attributed to the improved audit opinion as scope limitation as an audit finding have been eliminated by been able to provide all supporting documents within the required time frames. The municipality is in the process of migrating its filing system to an electronic management system that will allow the filing and archiving of documents electronically.

Compliance to reporting frameworks within the prescribed timeframes was an issue that the municipality has also adequately addressed in the current year. All MFMA legislated compliance reports has been prepared and submitted in line with the requirements. The municipality prepared the required monthly Section 71, quarterly section 52(d) and the half yearly section 72 reports and submitted such reports to the Council via the Mayor's office and to National treasury and other government institutions within the prescribed timeframes.

The municipality has also started with its annual financial statements preparation (PAF) plan which will ensure that the 2017/18 annual financial statement is compiled and submitted within the prescribed legislative framework. The PAF is used to coordinate and gather all relevant processes and information for the 2018/19 annual financial statements.

Audit Opinion/Outcome	
Financial Year	Audit Opinion/Outcome
2014/15	Unqualified
2015/16	Unqualified
2016/17	Unqualified
2017/18	Unqualified

The Emalahleni municipality has developed an institutional risk register that is further cascaded down to directorates. This register is reviewed annually and aligned to the SDBIP. The register is aligned to the SDBIP with the objective of identifying possible events that could occur that could compromise the achievement of institutional objectives and putting controls in place to eliminate or minimise the possible events. Monthly reports on the effectiveness of the internal controls put in place are

11. CHAPTER 11 - PERFORMANCE MANAGEMENT SYSTEM FRAMEWORK

1. PREAMBLE

Performance management, aside from having legislative requirements to justify its existence, is also a necessity when it comes to ensuring that performance objectives and targets are met in the manner required, so that the desired service delivery objectives can be met and achieved by all.

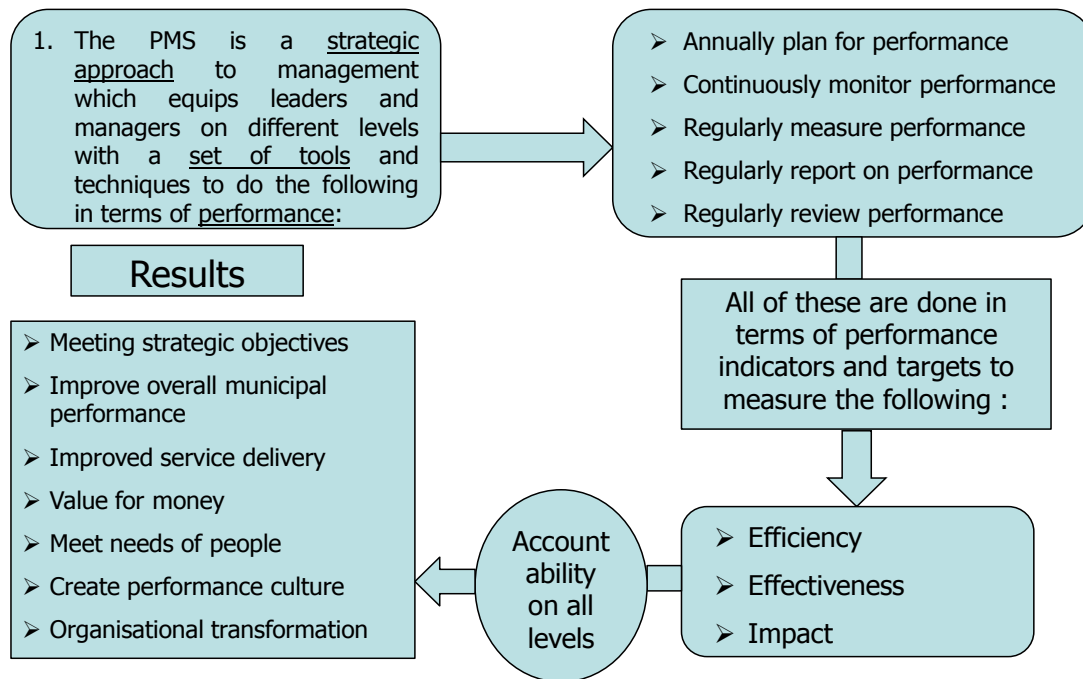
The intention of a performance management system and model is to provide the organisation with the framework and tools necessary in order to ensure that a culture of performance management is developed throughout the organisation and managed in a formal and accountable manner. In this way, performance management becomes a management tool which enables the achievement of strategic objectives, which link closely to the IDP and Institutional Scorecard – enabling effective and efficient service delivery.

2. PURPOSE

The purpose of this policy and procedure is as follows:

1. To ensure the implementation of a Performance Management System within Emalahleni Municipality;
2. To ensure that all employees become acutely aware and comfortable with the practical application of the Performance Management System within this Municipality.
3. To create the boundaries required that will ensure that all employees and the political leadership contribute towards the achievement of goals as well as the KPA's and KPI's at both personal and organisational levels.
4. To ensure all parties have a clear and thorough understanding of their role and function within this process.

2. What is Performance Management System?



Department of Local Government & Traditional Affairs

3. POLICY OBJECTIVES

The objectives of the Performance Management System may be defined as follows:

- 3.1. To capacitate the employees to manage their own performance;
- 3.2. To set clear objectives and goals to all parties and attainment is easily measured and verified;
- 3.3. To develop and capacitate employees in order to ensure that performance targets are met;
- 3.4. To recognized and/or rewarded in instances where performance exceeds the output criteria;
- 3.5. To assist employees in instances where performance falls short of the required standards;
- 3.6. To ensure a culture of performance optimization that must be institutionalized throughout the Municipality.

4. DEFINITIONS OF CONCEPTS/ ACRONYMS/ ABBREVIATIONS

CONCEPT	DEFINITION
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Performance Management System (PMS)	<p>A strategic approach which provides a set of tools and techniques to plan regularly, monitor measure and review performance of the organisation and individuals.</p> <p>Performance management is a system that is used to make sure that all parts of the municipality work together to achieve the goals and targets that are set.</p>
Organizational Performance Management	Concerned with the overall performance of the Municipality/ Organization in relation to giving effect to the IDP (Macro Dynamics).
Individual Performance Management	Linked to the Organizational Performance Management System are the individuals who contribute to the success or failure of the Municipality/ Organization. Each individual will have performance objectives, targets and standards that are linked to objectives of his/her Division, Department and Municipality.
Integrated Development Plan (IDP)	<p>Clearly defining 5-year Strategic Plan of a Municipality.</p> <p>IDP should be reviewed annually or as required.</p>
Key Performance Area (KPA)	Key areas of responsibility.
Objective	Statement about what outcomes do we want to achieve.
Key Performance Indicators (KPI)	Measures (qualitative or quantitative) that tell us whether we are making progress towards achieving our objectives.
Input Indicators	Indicator that measures resources economy and efficiency.
Output Indicators	Indicator that measures whether a set of activities yields the desired results or products/service.
Formal Assessment	Is where the s56 manager submits the portfolio of evidence to the assessor to substantiate his/her performance based on the performance agreement
Informal Assessment	Is where the s56 manager attest verbally his/her performance but can be requested to submit the portfolio of evidence to the assessor to substantiate his/her performance based on the performance agreement
Outcome Indicators	Measures the broader results achieved through the provision of goods and services (impact).
Target	The level of performance (or desired state of progress) of the indicator that is intended to be achieved by a specified time period.

5. LEGISLATIVE FRAMEWORK

The requirement for the development and implementation of a Performance Management System provided for in legislation, which makes it peremptory for municipalities to comply. The Auditor General is required to audit municipalities for compliance with legislation, and non-compliance will result in adverse consequences.

The following pieces of legislation will inform and shape the content and prescripts of the Performance Management Policy:

Constitution 1996 (Section 152)	Mandates Local Government to: <ul style="list-style-type: none"> • Provide democratic and accountable government for local communities; • Ensure the provision of services to communities in sustainable manner; • Promote social and economic development; • Promote a safe and healthy environment; • Encourage the involvement of communities and community organisations in the matters of local government.
Municipal System Act Act 32 of 2000 (Chapter 6)	A Municipality must: <ul style="list-style-type: none"> • Establish a Performance Management System. • Promote a performance culture. • Administer its affairs in an economical, effective, efficient and accountable manner. It further outlines the core components of a performance management system as follows: <ul style="list-style-type: none"> • Set KPI's as a yardstick for measuring performance. • Set measurable performance targets with regard to each of those development priorities and objectives. • Monitor measure and review performance once per year. • Take steps to improve performance. • Report on performance to relevant stakeholders

<p>THE WHITE PAPER ON LOCAL GOVERNMENT (1998)</p>	<p>The White Paper on Local Government (1998) suggested that local government should introduce the idea/concept of <i>performance management systems</i>.</p> <p>The white paper acknowledges that, "involving communities in developing some municipal key performance indicators increases the accountability of the municipality. Some communities may prioritise the amount of time it takes a municipality to answer a query, others will prioritise the cleanliness of an area or the provision of water to a certain number of households. Whatever the priorities, by involving communities in setting key performance indicators and reporting back to communities on performance, accountability is increased, and public trust in the local government system enhanced" (The White Paper on Local Government, 1998).</p>
<p>BATHO PELE (1998)</p>	<p>The White Paper on Transforming Public Service Delivery (Batho Pele) puts forward eight principles for good public service. Our municipality is duty bound to uphold these principles:</p> <ul style="list-style-type: none"> ✓ Consultation: Communities should be consulted about the level and quality of public service they receive, and, where possible, should be given a choice about the services which are provided. ✓ Service standards: Communities should know what standard of service to expect. ✓ Access: All communities should have equal access to the services to which they are entitled. ✓ Courtesy: Communities should be treated with courtesy and consideration. ✓ Information: Communities should be given full and accurate information about the public services they are entitled to receive. ✓ Openness and transparency: Communities should know how directorates are run, how resources are spent, and who is in charge of particular services. ✓ Redress: If the promised standard of service is not delivered, communities should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made communities should receive a sympathetic, positive response. ✓ Value-for-money: Public services should be provided economically and efficiently in order to give communities the best possible value-for-money. <p>Importantly, the Batho Pele White Paper notes that the development of a service-oriented culture requires the active participation of the wider community. Municipalities need constant feedback from service-users if they are to improve their operations. Local partners can be mobilized to assist in building a service culture. "For example, local businesses or non-governmental organizations may assist with funding a helpline, providing information about specific services, identifying service gaps or conducting a customer survey" - The White Paper on Local Government (1998).</p>

MUNICIPAL STRUCTURES ACT (1998)	The Municipal Structures Act Section 19 (2)(a) mandates the council of the municipality to conduct annual reviews of the municipality's overall performance in achieving its set objectives.
THE MUNICIPAL SYSTEMS ACT (2000)	<p>The Municipal Systems Act (2000) enforces the idea/concept of local government PMS and requires all municipalities to:</p> <ul style="list-style-type: none"> • Develop a performance management system • Set <i>targets</i>, monitor and <i>review performance</i> based on indicators linked to their IDP • Publish an <i>annual report</i> on performance of the councillors, staff, the public and other spheres of government • Incorporate and report on a set of <i>general indicators</i> prescribed nationally by the minister responsible for local government • Conduct an <i>internal audit</i> on performance. • Have their annual performance report audited by the Auditor-General • <i>Involve the community</i> in setting indicators and targets and reviewing municipal performance <p>The Department of Provincial and Local Government has published national guidelines on performance management systems</p>
MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS (2001)	The Municipal Planning and Performance Management Regulations set out in detail requirements for municipal PM systems. However the regulations do not sufficiently constitute a framework that fully proposes how the system will work. Each component of the proposed framework in this document is strongly informed by the regulations.
MUNICIPAL FINANCE MANAGEMENT ACT (2003)	The Municipal Finance Management Act states requirements for a municipality to include its annual municipal performance report with its financial statements and other requirements in constituting its annual report. This must be dealt with by the municipal council within 9 months of the end of the municipal financial year.
MUNICIPAL PERFORMANCE MANAGEMENT REGULATIONS (2006)	The Local Government Municipal Performance Regulations for municipal managers and managers directly accountable to municipal managers (Government Gazette No.29089, 1 August 2006), sets out how the performance of Section 57 staff will be uniformly directed, monitored and improved. The regulations address both the employment contract and performance agreement of municipal managers and managers directly accountable to municipal managers. It further provides a methodology for the performance management system as well as criteria for performance bonus payments. The regulations also provide an approach for addressing under-performance, should this occur. The regulations will be discussed in greater detail in a later section of this framework document.

6. PERFORMANCE MANAGEMENT SYSTEM FRAMEWORK

The statutory requirements for the framework of a Performance Management System are set out in the Local Government: Municipal Planning and Performance Management Regulations, 2001.

It requires a system that:

- 6.1 Complies with all the requirements of the Act;
- 6.2 Demonstrates how it is to operate and be managed from the planning stage up to the stages of performance review and reporting;
- 6.3 Clarifies the roles and responsibilities of each role-player, including the local community, in the functioning of the system;
- 6.4 Clarifies the processes of implementing the system within the framework of the integrated development planning process;
- 6.5 Determines the frequency of reporting and the lines of accountability for performance;
- 6.6 Demonstrates how it relates to the Municipality's employee performance management processes; and
- 6.7 Provides the procedure by which the system is linked to the Municipality's integrated development planning processes (IDP).
- 6.8 Due consideration was given to these requirements in the development of the proposed Performance Management System which is detailed further within this document, which also includes the procedures and practical application of this system.

7. POLICY PRINCIPLES

- 7.1 The Performance Management System and Framework will be guided by the following broad principles:
 - (7) Open communication in order to ensure that all parties understand the expectations and challenges facing them, whilst being able to discuss performance difficulties/challenges and issues freely;
 - (8) The alignment of departmental and individual performance objectives with the strategic objectives of Emalahleni Municipality (as relating to the IDP/ Municipal Budget and Service Delivery and Budget Implementation Plan)
 - (9) Commitment to the application of Performance Management within the prescripts of the framework and policy;

(10) Recognition and awarding of performance which meet or exceeds the required standards;

(11) Coaching and development in areas where performance does not meet the required standards; and Providing developmental feedback in order to ensure that performance optimisation is fostered.

8. APPLICABILITY

This policy will be applicable to the following employees:

- a. All S.54A Managers and S56 Manager duly defined as per the Municipal Systems Amendment Act No 32 of 2000.
- b. All other Managers and staff who have negotiated fixed-term contracts;
- c. The policy upon consultation and approval will be applicable to all the employees of the Emalahleni municipality.

9. GOVERNANCE ISSUES

This policy and framework will be guided by the following governance and supporting structures:

- 1.1 Council (required to adopt this policy);
- 1.2 The Municipal Manager who facilitates the review and amendment of this policy;
- 1.3 The Corporate Services Director/Municipal Manager who assumes responsibility for the management and administration of performance management application; and
- 1.4 The Audit Committee and in their absence the Performance Audit Committee.

10. IMPLEMENTATION CAPACITY

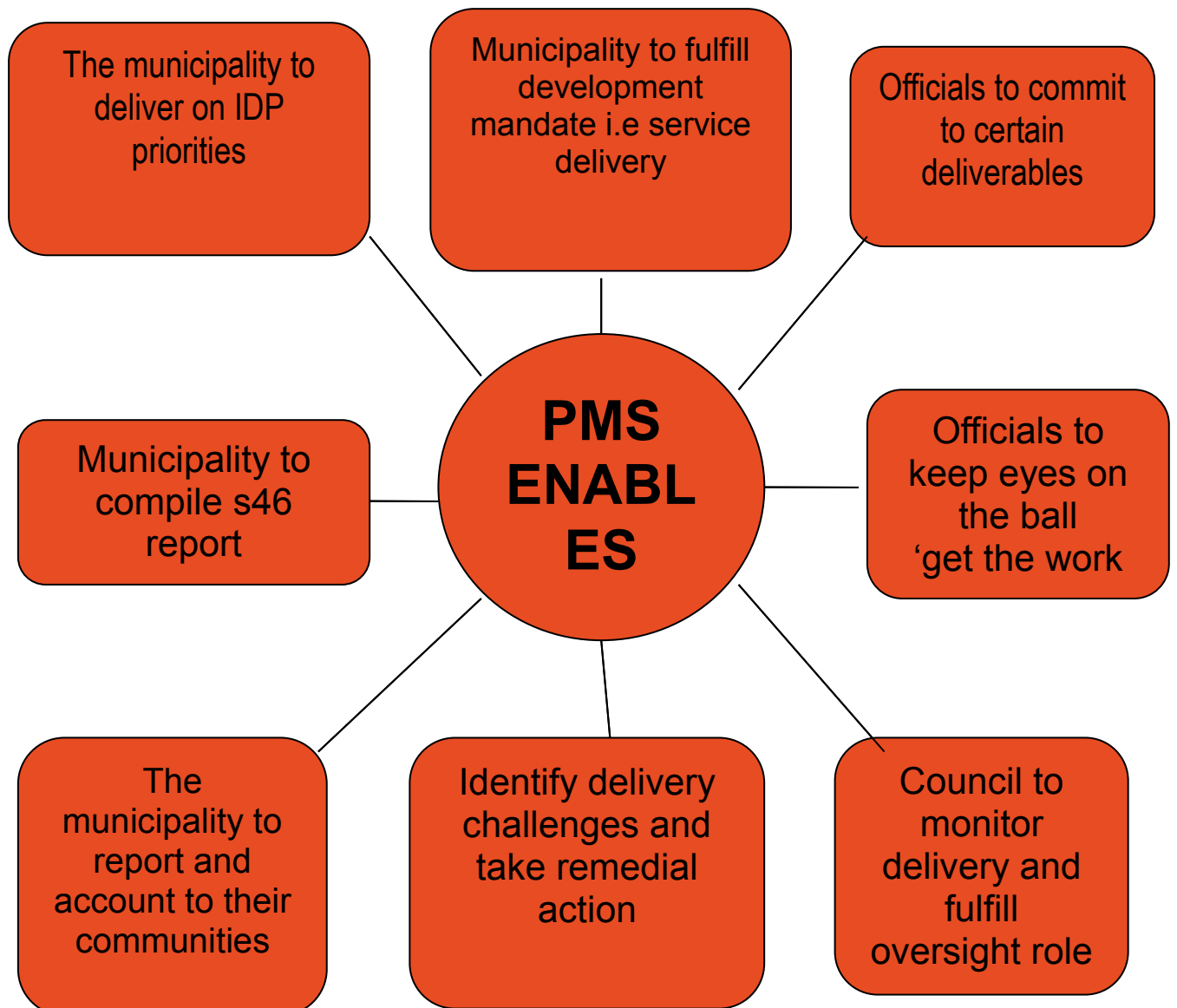
In order to ensure the successful application of this policy, it is critical that the necessary “buy in” and commitment to this process is obtained from all relevant role-players. Additionally, it is critically important to ensure that all staff are adequately trained and work shopped to administer and implement the terms and conditions applicable to this process.

In this regard, the following development will be required:

- 10.2 All staff, at every level (as applicable in terms of the roll-out), will be required to attend training on the practical application of this process and will leave this training with a thorough knowledge and understanding of processes involved, including performance planning, performance reviews, coaching and mentoring.
- 10.3 All Corporate Services staff who would deal directly with Performance Management Administration will be required to be trained on the required administrative processes and will be required to be provided with all the necessary resources required for this responsibility and administrative function

Labour will be work shopped in terms of the process itself so as to facilitate understanding, commitment and buy in to this process.

7. The Value of Institutionalizing PMS in a



OBLIGATIONS TO ENSURE COLLECTIVE PERFORMANCE

COUNCIL	EMPLOYEE
<ul style="list-style-type: none">• Enables environment to facilitate effective performance• Clarifies development objectives and performance expectations (IDP)• Regularly review employee performance and provide feedback on performance – oversight• Works collaboratively with employee to solve problems that may negatively impact on performance• Delegates powers required by employee to enable to meet performance objectives• Make available necessary resources required to enable employee to perform.	<ul style="list-style-type: none">• Understands the strategic intent (development mandate – IDP)• Buys into and participates in the Performance Management System• Works collaboratively with employer to solve problems that may impact on performance• Commits to fulfilling their part in enabling the institution to deliver on mandate• Focus on fulfils commitment in terms of performance agreement

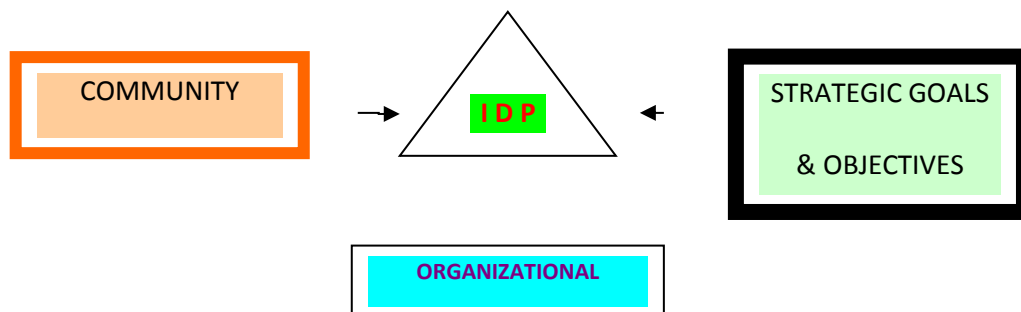
PRACTICAL APPLICATION OF THE PERFORMANCE MANAGEMENT SYSTEM

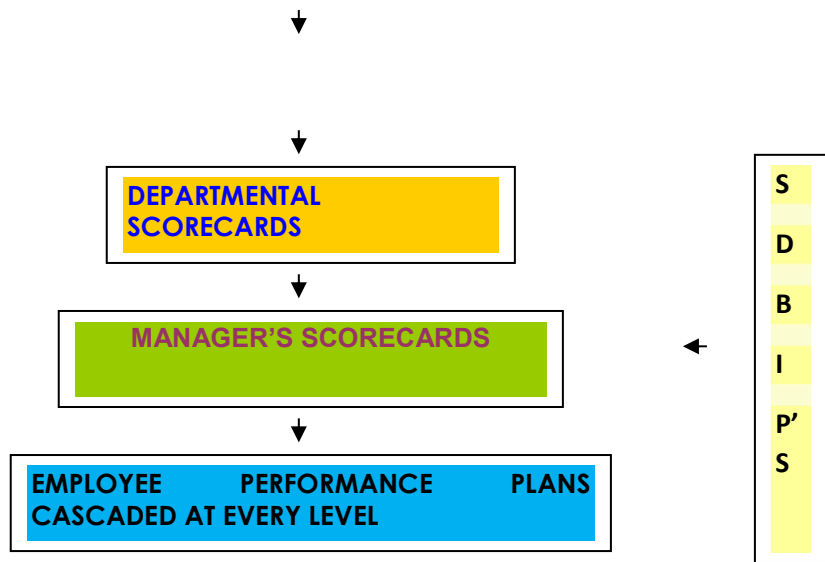
PHASES WITHIN THE PERFORMANCE MANAGEMENT CYCLE

The Performance Management Cycle is an annual cycle, which extends from 1 July to 30 June, during which time performance is measured against performance targets. Through the process of planning, steps are taken to “plan” and set performance targets for the period under review. These targets will be ultimately linked to the achievement of the IDP objectives, which represent the targets of the Municipality as a whole.

These targets in turn, are reflected within the Municipal Scorecard (as high-level strategic objectives) which is further translated into departmental objectives (as reflected also within the SDBIP’s or Service Delivery Budget and Implementation Plans /Strategic Plan/ IDP and Budget. These, in turn, are translated into plans, which become increasingly operational, as they cascade from the senior Managers down to the lower levels. Each “subordinates” scorecard (depicting performance objectives and performance indicators) are drawn from the Manager’s scorecard immediately.

The process flow is indicated more clearly in the diagram, as follows:





The Performance Management Cycle involves the following four phases:

PLANNING, MONITOR/ MEASURE, REVIEW, AND REPORTING AND RECOGNITION

These may be unpacked further as follows:

PHASE 1: PLANNING

The institutional performance is informed by the IDP, Municipal Budget and SDBIP. The employee's are expected on annual basis to commit themselves in achieving the objectives outlined in the above documents. These commitments are reflected in the employees score cards and performance plans.

The employee score cards, performance plans must be completed and signed off as per Regulation and/ or legislation.

PHASE2: MONITOR/MEASURE

Monitoring of performance will be an ongoing process throughout the year and will run parallel to the implementation of the IDP. It will be conducted within each department.

Evidence of performance will be gathered, stored by each department and presented to substantiate claims of meeting (or not meeting) performance targets and standards. The files gathered from this information will be regarded as Portfolio of Evidence (POE) and must be kept for purposes of performance measurement, performance reviews and audit in other phases.

PHASE 3: REVIEW

Performance review is a process where the municipality, after measuring its own performance as detailed in the previous phase, assesses whether its performance is giving effect to the IDP.

This phase involves jointly assessing actual performance against set targets, which takes place on a quarterly basis in the form of formal and informal reviews.

PHASE 4: REPORTING AND RECOGNITION

Reporting requires that the municipality take its KPA's, KPI's, objectives, targets, measurements and analysis and present this information in an agreed institutional reporting format on a monthly/quarterly/half-yearly and annual basis.

This phase establishes the link between performance and reward. It aims to direct and reinforce effective work behaviours by determining and allocating equitable and appropriate rewards to employees where such has been identified.

During these sessions it is required that the incumbent and line management meet, in order to discuss progress and to develop action plans in areas where appropriate interventions are required.

Records are required to be maintained of all discussions and action plans, which are developed as a result.

11. MEASURING EMPLOYEE PERFORMANCE (Directors)

The criteria to measure an employee performance (Directors) will be reflected on the scorecard as outputs (or agreed upon objectives, i.e. targets). This describes exactly what was required to be achieved during the year.

Performance Indicators for each output will be provided and will detail the evidence that will be required to assess whether or not the employee has achieved the required objective.

Actual performance will be evaluated on evidence provision and a Portfolio of Evidence will be required to be presented for each performance indicator in order to substantiate the achievement or non-achievement of required performance in all areas highlighted within the scorecard.

The respective s.54A and 56 Manager/Employee will be required to give a verbal account on specific achievements/non achievements and the reasons for any deviations. Formal documentary evidence (evidence portfolio) must be provided to validate performance. Documentary evidence (evidence portfolio's may also be used to substantiate performance or to settle disputes and such evidence will be requested.

A column entitled "Reason for Deviation" will be completed to indicate reasons for over or under achievement, so that ratings may be made within context.

12. WEIGHTINGS AND INDICATORS (Technical, CMC's and CCR's)

Indicators will be weighted according to the impact within each Key Performance Area on the scorecard.

As a standard rule and to ensure a balanced scorecard-type approach performance management, 80% of the final score will be made up of the Technical Key Performance Areas for the position in question.

CCR's (cross-cutting results) or Core Management Competencies (CMC's) will account for 20% of the final score.

As in the case of all indicators, evidence is required in order to measure actual performance achieved against the desired objectives.

13. THE FINAL ASSESSMENT (January)

The final assessment for the Performance Cycle occurs during January (after the adoption of the draft annual report of the previous financial year), however no ratification and payment of bonuses may be concluded until the Annual Report for the same period under review has been submitted to and ratified by Council.

14. THE PERFORMANCE REVIEW PANEL (FINAL REVIEW)

The constitution of the Performance Management System Evaluation Committee will be as follows:

15.1 Municipal Manager:

- (1) Mayor ;
- (2) Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- (3) Member of the executive committee; (Portfolio Head: Corporate Services)
- (4) Mayor or Municipal Manager from another municipality; and
- (5) Member of a ward committee as nominated by the Mayor.

15.2 Directors:

- (1) Municipal Manager;
- (2) Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- (3) Member of the executive committee ; and
- (4) Municipal manager from another municipality

15. PERFORMANCE INFORMATION

Managers will be required to provide reports with evidence to support any formal evaluation of performance and will prepare for assessment meetings accordingly. It is critical to ensure that documentary evidence to support performance achieved, is obtained and filed in a folder termed *a Portfolio of Evidence*. This document is made available to the Performance Review Panel, so that assessment results are able to be justified. SDBIP's must be used as the basis for measuring actual performance against planned targets.

Portfolios of Evidence files shall be required for purposes of monthly, quarterly, mid-year and annual performance reports.

The documentary evidence (POE) may also be used to substantiate performance or to settle disputes and such evidence will be requested.

16. SCORING PROCESS AND PROCEDURE

1. The process of scoring Directors should be in terms of the municipal performance management regulations.
- 1.1 Evaluation and/or scoring of these Managers are required to be undertaken on a quarterly basis. The most critically important reason for doing this quarterly is to ensure that issues are addressed "sooner rather than later", should deficiencies in performance exist.

Appropriate action in the "best interests of Council" would be enabled, thereby ensuring that Council is most likely to achieve its performance targets.

1.2 In the case of final evaluations and more specifically within the process of scoring, it is required that scores be made by each contributing member of the panel on a separate Score sheet. All scores from all parties are then averaged and a single consolidated score is written on the final scorecard (representing the average scores). The calculation of the average scores is done by the members of panel only, taking into account the score of the assessee.

- 1.3 The role of the Chairperson will be to lead the Evaluation Panel through the process of Performance Evaluation and to ensure that this occurs systematically and fairly as per system requirements.

1.4 The following procedure will be undertaken in this process of Performance Measurement and will be facilitated by the Chairperson:

- 1.4.1 During each evaluation, the Chairperson will lead the process by outlining each area on the populated scorecard.
- 1.4.2 Each member of the panel will rate the Manager under discussion.
- 1.4.3 The respective Directors will then be required to give formal documentary evidence to validate performance.
- 1.4.4 SDBIP's/documentary evidence and evidence portfolios must be used to substantiate performance or to settle disputes as and when required.
- 1.4.5 The chosen areas for the CMC's are clearly defined as per Municipal Performance Regulations and this must be used when scoring, so as to ensure consistency of application.
- 1.4.6 SDBIP's must be made available up front, so that easy reference can be made and evidence obtained
- 1.4.7 Measures or scores from 1 – 5 will be used to rate each area under review and the guidelines and definitions for these ratings will appear for ease of reference on the score sheets.

17. RATING SCALE 1 TO 5

1	Performance Unacceptable
2	Performance Not Fully Effective
3	Performance Fully Effective
4	Performance Significantly above expectations considering the circumstances: <u>More than half (50%)</u> of the Performance criteria and indicators specified in the Scorecard were met
5	Performance Outstanding considering the circumstances

- (1) Finally, all scores (as indicated on separate panel members' score sheets) will be added together (including scores by the assesse, which are meant to guide the panel) and divided by the number of panel member's present (who scored). An average or consolidated score will then be obtained for each area under review.
- (2) A column that reads "*Reason for Deviations*" will be completed for all scored areas and scores in order to offer insight where deviations have occurred.
- (3) A report indicating all consolidated scores will be submitted to the Mayor within 2 weeks.
- (4) Every effort must be made to evaluate performance objectively, realistically and accurately.

18. Failure to do so (resulting in over- or under-stating performance) can only be detrimental – both to the organization and to the individual.

19. RECOGNITION AND QUALIFICATION FOR BONUSES (Directors)

The Municipal performance regulations for s.56 Managers promulgated in August 2006 in respect of the management of performance evaluation outcomes indicate that a performance bonus ranging between 5% and 14% of all-inclusive remuneration package may be paid in order to recognize **outstanding** performance.

In determining the performance bonus, it must be noted that the relevant percentages will be required to be based on the overall rating calculated by using the applicable assessment rating calculator.

Accordingly:

A score of 130% to 149% is awarded a performance bonus ranging from 5 – 9% and

150 and above is awarded a performance bonus ranging from 10-14%.

The electronic calculator will be used to calculate the scores and ultimately the performance bonus a manager qualifies for.

Score	% Bonus
130	5
134	6
138	7
142	8
146	9
150	10
154	11
158	12
162	13
166+	14

The KPA's must constitute 80% of the final score and the CCR's must constitute 20% of the final score.

20. PERFORMANCE REVIEWS

Performance Reviews shall be as follows:

Performance Reporting Period		Date
1 st Quarter	Informal	07 th October

Mid-Year	Formal	07 th January
3 rd Quarter	Informal	07 th April
Annual Performance	Formal	07 th July

In the event that the above mentioned dates fall on a weekend, a Friday before shall serve as the submission date

Performance reviews, formal and informal shall be coordinated by the office of the municipal manager; prior to performance information being presented to the IDP and PMS Office in the Office of the Municipal Manager

On submission of the performance information, covering report will be prepared by the IDP and PMS Manager and submitted to the internal audit unit for final verification and confirmation

21. MANAGEMENT OF POOR PERFORMANCE

Poor performance will be required to be managed through ongoing coaching, however, formal coaching is required to be conducted during the September and March reviews.

Failing the required improvement in performance, the employees will be managed as per the terms of their performance contracts and agreements (as per s.54A and 56 fixed-term contract positions) whilst other employees will have performance managed as per the Disciplinary and Grievance Procedure and Code.

In the event of blatant poor performance when all avenues are explored it will then be the prerogative of the employer to do further recourse taking into account the Municipal Performance Regulations

22. STAKEHOLDER ANALYSIS AND THEIR ROLES

STAKEHOLDERS	INVOLVEMENT WITH: IDP, ORGANISATIONAL PM , INDIVIDUAL PM	BENEFITS
COUNCILORS: <ul style="list-style-type: none"> Mayor Executive Committee Standing / Portfolio Committee Council 	<ul style="list-style-type: none"> Facilitate development of long term Vision, IDP and PMS. Provide strategic direction and manage development of IDP. Manage the implementation of strategy. Review and monitor the implementation of IDP. Adapt PM framework and approve the IDP. Monitor Performance. 	<ul style="list-style-type: none"> Optimum and equitable service delivery. Promotes public awareness and satisfactions. Facilitates a process of benchmarking and collaboration with other municipalities. Provides a mechanism for the monitoring, implementation and review of the IDP.

23. DISPUTE RESOLUTION

Directors that have negotiated Fixed-Term Contracts:

- (1) In the event that the section 54A and 56 Manager is dissatisfied with any decision or action of the panel in terms of the Performance assessment, or where a dispute or difference arises as to the extent to which the Manager has achieved the performance objectives and targets established in terms of the Agreement, the dissatisfied Manager may meet with the chairperson with a view to resolving the issue. All detail must be duly documented.
- (2) In the event that the Manager remains dissatisfied with the outcome of that meeting, she/he may raise the issue in writing to the next higher level of institution (Council) requesting that the issue be heard.
- (3) The Council will discuss the matter and take a resolution upon the dispute.

CHAPTER 12 – OTHER SECTOR PLANS

Introduction

Disaster Management Plan

Emergencies and disasters respect no boundaries and can destroy life and property suddenly and without warning. The South African government has recognized the need to prepare for and to reduce the risk of disasters and has made provision for such measures through the three spheres of government in partnership with private sector and civil society.

The Emalahleni Local Municipality is not immune to emergencies and disasters and annually suffers the impact of various human-induced and natural hazards that have the potential to kill, injure, destroy and disrupt. The Local Municipality is committed to ensure the safety and sustainability of its communities, economy and environment and therefore intends to effectively manage disaster risk with the local municipality in close collaboration with all relevant stakeholders.

The Council adopted the Disaster Management Plan in 2015.

The disaster management plan is structured in such a way to allow for dissemination of information. This plan is the document which provides details of what should be done while the disaster management framework provides the guidance and legislative framework to who should be executing the plan. The disaster management should be included in the IDP as a sector plan to ensure that the disaster management strategies form part of the municipal strategy and that funding can be made available to effectively implement the disaster management plan.

Below is the short description of each Key Performance Areas (KPAs) and Enablers of the Policy Framework for Disaster Management in South Africa to contextualize the use of the KPA's and Enablers within the Municipal Disaster Management Plan of Emalahleni Local Municipality.

(a) KPA 1: Integrated Institutional Capacity for Disaster Management

Key Performance Area 1 of the Policy Framework for Disaster Management in South Africa (NDMF) establishes the requirements for effective institutional arrangements in the national sphere to ensure the integrated and coordinated implementation of Disaster Management Policy and legislation as well as application of the principle of cooperative governance. Key Performance Area 1 also places appropriate emphasis on arrangements that will ensure the involvement of all stakeholders in Disaster Management to strengthen the capabilities of national, provincial and local organ of state. Arrangements that will facilitate co-operation with countries in the region and the international community for Disaster Management are discussed in the plan.

(b) KPA 2: Disaster Risk Assessment

Disaster risk specifically refers to the likelihood of harm or loss due to the action of hazards or other external threats on vulnerable structures, services, areas, communities and households within an area. Key Performance Area 2 addresses the need for conducting ongoing disaster risk assessments and monitoring to inform Disaster Management planning and priority setting, guide disaster reduction efforts and monitor the effectiveness of such

efforts. It also outlines the requirements for implementing disaster risk assessments and monitoring by organs of state within all spheres of government.

(c) KPA 3: Disaster Risk Reduction

The successful implementation of the Act critically depends on the preparation and alignment of Disaster Management Frameworks and plans for all spheres of government. The legal requirements for the preparation of Disaster Management frameworks and plans by national, provincial and municipal organs of state are specified in section 25, 38 and 52 of the Act. The Key Performance Area 3 addresses the requirements for Disaster Management planning within all spheres of government. It gives attention to the planning for and integration of the core risk reduction principles of prevention and mitigation into ongoing programmes and initiatives which are stipulated in the plan.

(d) KPA 4: Response and Recovery

The Act requires an integrated and coordinated policy that focuses on preparedness for disasters, rapid and effective response to disasters and post disaster recovery and rehabilitation. When a significant event or disaster occurs, or is threatening to occur, it is imperative that there should be no confusion as to roles, responsibilities, funding arrangements and the procedures to be followed. This section addresses key requirements that will ensure that planning for disaster response and recovery as well as rehabilitation and reconstruction achieves these objectives.

(1) Enabler 1: Information Management and Communication

Disaster Management is a collaborative process that involves all spheres of government, non-governmental organisations, the private sector, a wide range of capacity-building partners and communities. Integrated Disaster Management depends on access to reliable hazard and disaster risk information as well as effective communication systems to enable the receipt, dissemination and exchange of information. It therefore requires capabilities to manage risks on an ongoing basis, and to effectively anticipate, prepare for, respond to and monitor a range of natural and other hazards. It further requires systems and processes that will enable all role players to make timely and appropriate decisions during emergencies. These systems and processes must also inform Disaster management and development planning processes by all stakeholders.

(2) Enabler 2: Education, Training, Public Awareness and Research

Section 15 and 20 (2) of the Disaster Management Act specify the promotion of education and training, the encouragement of a broad-based culture of risk avoidance, and the promotion research into all aspects of Disaster Management. This Key Performance Area addresses the development of education and training for Disaster Management and associated professions as well as the inclusion of Disaster management and risk-avoidance programmes in school curricula. It also outlines mechanisms for awareness creation and the development of national disaster risk agenda.

(3) Enabler 3: Funding Arrangements for Disaster Management

The provision of funding for Disaster Management is likely to constitute the single most important factor contributing to the successful implementation of the Act by national, provincial and municipal sphere of government. The Act, with the exception of Chapter 6 on funding of post-disaster recovery and rehabilitation, does not provide clear guidelines for the provision of funding for Disaster Management. In order to give effect to the requirements of the Act, four Key Performance Areas and three Enablers have been identified in the NDMF to guide the implementation of the Act. Accordingly, funding from a range of sources for the different aspects of Disaster Management outlined in the Key Performance Areas and Enablers will be required.

Enabler 3 builds on the recommendations made by the Financial and Fiscal Commission on funding arrangements in its Submission on the Division of Revenue 2003/04, and describes the Disaster Management funding arrangements for organs of state in the national, provincial and local spheres of government. In this plan, the Key Performance Areas are reflected in specific dedicated chapters, while Enablers are interwoven in all Chapters of the plan.

INTEGRATION OF THE DISASTER MANAGEMENT PLAN IN THE IDP

In terms of Section 26 of Municipal Systems Act, a municipality is required to prepare a Disaster Management Plan as part of the IDP. The Integration of Disaster Management into the IDP Review should involve the following:

- i. Identify areas of risk as per Annexure A. This would relate to where and what investment is required from Disaster Management perspective. This could be incorporated in SDF along with any identified projects as per Annexure B.
- ii. Identify any disaster recovery projects – these could influence the priority projects within the municipality as well as in terms of the sector department and involve the reallocation of resources an example would be if an area within the municipality is identified as a high risk cholera area and a municipality has some funds for sanitation projects, this area could be prioritised over and above other areas within the municipality Another example would be were a municipality has allocated resources for a project but due to a disaster occurring these funds has to be reallocated to assist the community affected instead.
- iii. Identify any “priority” projects that would gear a municipality to address prevention, mitigation, response, preparedness and recovery. These projects should be aimed at creating a basis to further development of disaster management eg. DM centre and Fire station, institutional development, funding for a comprehensive ward level risk assessment. It should address strategically what is going to have an impact on budgeting process for the following financial year or the prioritisation of the municipal projects.

3.2 Risk Management Strategy

Risk Management Strategy is in place.

The Municipality has a Risk Management Committee chaired by the Member of the Audit Committee and includes all the Directors.

The Risk Management Committee convene on a quarterly basis to review the progress on implementation of the Strategic Risk Register and Operational Risk Register.

The Municipality has an established Risk Management Unit. However, currently there is no dedicated capacity/staff members at the Risk Management Unit. The post of the Risk Management Practitioner is being prioritised and the Municipality is in the process of recruiting the Risk Management Practitioner.

The Risk Management function is currently coordinated by internal audit function. The internal audit continues to provide assurance over risk management strategies. The Audit Committee will play a significant role in monitoring and providing oversight on the implementation of risk management plans.

3.3 Fraud Prevention Plan

At the Emalahleni Local Municipality, a Fraud Prevention Plan is in place. However, due to the lack of dedicated capacity at the Risk Management Unit, this plan has not been fully implemented.

The Municipal Manager reports to the Audit Committee on a quarterly basis any Fraud and Corruption related activities.

The Audit Committee will play a significant role in monitoring and providing oversight on the implementations of the Fraud Prevention Plan, however; oversight over Fraud Prevention Plan is not sufficient. The challenge the municipality is facing includes but not limited are:

- Non-implementation of plan;
- Lack dedicated capacity/staff for Risk Management Activities and Fraud Management Activities.
- Lack of Fraud Awareness campaigns for Municipal employees and community in general.

3.4 Intergovernmental Relations Strategy

To establish a framework that provides for procedures of a coordinating structure that shall serve as a mechanism to enhance integrated governance and service delivery in Emalahleni Local Municipality, co-coordinating joint integrated development planning, considering and co-coordinating service delivery continuity measures, providing a forum for sharing best practices, experiences and learning, facilitate communication on, and formulating joint responses to provincial and district policy and legislative processes, considering any other matters referred to by both Municipality and sector departments, promotion of inter-sectoral dialogue, and mediation in case of disputes between municipality and other structures; improving cooperation between municipalities and sector departments and any other partners and stakeholders deems fit to work with; ensuring that there are coordinated programs of implementation and the necessary structures with regard to such issues as rural development, urban renewal, safety and security, HIV & AIDS and special programs and to promote and enhance the principles of integrated governance at local level

These shall serve as internal procedures of the Emalahleni Local Municipality Intergovernmental Relations (IGR) Forum giving effect to the resolutions taken at an IGR Summit that was held in Grahamstown (Makana Municipality) in 2009. The Summit took a firm resolution allowing LMs and Metros to establish their own IGR Structures as the Intergovernmental Relations Framework Act 13 of 2005 in its present form is silent of these categories of municipalities

3.4.1 Aim of the Emalahleni IGR Forum

The main objective of the Emalahleni IGR Forum is to enhance integrated development and consider priorities in the entire municipality. Additional objectives include the following:

- (h) Development of a Local Programme of Action in relation to the National, Provincial and District programmes.
- (i) To facilitate the coordination and integration of provincial and municipal strategic planning and to put in place mechanisms and procedures that will ensure that both the district and provincial strategic planning inform and are informed by the IDP of the Emalahleni LM.
- (j) To consult on policy issues that materially affects Local Government.
- (k) To develop and provide mechanisms to engage provincial government, the Office of the Premier and DLGTA on IGR related matters and/or challenges.
- (l) To consider such other matters of mutual interest as either party may place on the agenda of a meeting from time to time.
- (m) To promote economic growth and development through trade, investment and tourism.
- (n) To share knowledge and expertise in local governance generally or in agreed functional areas.

3.4.2 The goal of the Emalahleni IGR Forum is to ensure that the decisions reached are implemented by:

- (a) Sharing of information on and understanding of the respective programs of all stakeholders
- (b) A clearer understanding of mutual strategic priorities and how these complement each other
- (c) A commitment to collaborate, engage continually and share information on policy implementation, success stories and co-ordinate activities.

3.4.3 Role of the Technical Support Structure in setting the Agenda for Emalahleni Local Municipal IGR Forum meetings

With regard to the setting of the agenda for Emalahleni LM IGR Forum meetings, the role of the Technical Support Structure will be as follows:

- (a) Ensure that sufficient technical processes have been conducted with other relevant intergovernmental forums and stakeholders prior to submission of an agenda item to the Emalahleni LM IGR Forum;
- (b) Monitor the implementation of Emalahleni LM IGR Forum decisions;
- (c) Ensure that the Emalahleni LM IGR Forum agenda and documentation is distributed by the Secretariat to members at least seven days before a meeting;
- (d) Advise the Emalahleni LM IGR Forum on instances where joint IGR Forum meetings (between two or more Sub-IGR Forums) is required to discuss and consult on issues which are common in nature; and
- (e) Discuss a program and approach for the Emalahleni LM IGR Forum agenda during the first Technical meeting at the beginning of the financial year.

3.4.4 Status of the IGR Strategy

The strategy is in a draft format where Terms of Reference will be adopted before the end of 2016/2017 which result to the adoption of the strategy.

3.5 Human Resource Development Strategy

Emalahleni Local Municipality is guided by the South African Constitution (1996), the Municipal Structures Act (1998), the Municipal Systems Act (2000), Municipal Finance Management Act (No. 54 of 2003), Public Finance Management Act (No. 1 of 1999) as (amended by Act No. 29 of 1999) and Amended Labour Relations Act (2002), Skills Development Act (No. 97 of 1998), Skills Development Levies Act (No. 9 of 1999), South African Qualifications Authority Act (1995), Employment Equity Act (No. 55 of 1998), Basic Conditions of Employment Act (No. 75 of 1997), Occupational Health and Safety Act (No. 85 of 1993), Batho Pele Principles, to establish clear relations and partnerships to facilitate co-operation, co-ordination and communication between it's political structures and the administration. The plan will talk to our development objectives and targets based on the KPA's of the municipality.

3.5.1 PURPOSE OF THE STRATEGY

The Human Resource Development Strategy therefore aims to ensure that the municipality:

- Has the human resource capacity to deliver on its mandate.
- That the workforce has the necessary skills and competencies to deliver on the strategic goals and objectives as outlined in the strategic plan (IDP).
- Recruits and retains the quality and quantity of staff that it requires.
- Promotes the employment equity.
- Progressively and continually develops staff toward the developmental approach to meet the increasing and changing needs of communities.
- Develops leadership and creates a learning organisation that values the importance of service delivery and hence putting people first.

In conclusion this plan will be utilised to guide the municipality in the management of its human resources, assist the planning for future services delivery needs and analyse the gap between demand and supply, and come up with strategies to close gap.

The main strategic objective for the Human Resources Development Strategy is to develop the skills of the workforce, unemployed graduates and community/youth of Emalahleni in order to enhance their competencies. This is achieved though the implementation of the following projects under Human Resources Development Strategy:

1. Workplace Skills Plan-Development and Implementation of the Workplace Skills Plan (WSP) for the purpose of capacitating and sharpening skills of the municipal employees through skill programmes.
2. In-service training-Assisting the community of Emalahleni that have managed to enrol under South African TVET Colleges and are unable to graduate or obtain their Diploma certificates due to the lack experiential training equivalent to 18 months/ 24 months and or 12 months.
3. Learnerships-Assisting the community of Emalahleni that have managed to pass grade 12 but are unable to enrol to Tertiary institutions/Universities due to non-availability of funds.

A Learnership is a learning 'pathway' or route which includes structured learning (e.g. in a 'classroom') as well as practical work experience, and that result in the acquisition of a full qualification registered on the National Qualification Framework (NQF). Learnerships are also occupationally-based, and must be registered with a SETA and comply with its stipulated requirements.

4. Internal Bursary-This programme aims at assisting internal staff in order to advance themselves in formal programmes such as Diplomas, Degrees and or Masters.

3.5.2 PERIOD OF EXISTENCE

The Human Resources Development Strategy is planned for a period of five years from 2015 to 2019.

3.5.3 CONCLUSION

The benefit that will arise from the successful implementation of the Human Resources Development Strategy in Emalahleni Local Municipality over the next five to ten years will be very significant. The support and involvement by other role players (like, the Training Committee, Management, Shop Stewards, Local Government Seta, Government Department within the Emalahleni Area of Jurisdiction, NGOs, Youth Council, Business forum etc.) will also be very significant hence this strategy need to not only be owned by the employer who is Emalahleni Local Municipality but to be owned by all relevant stakeholders

3.6 Human Resource Plan

3.6.1 INTRODUCTION

One of the Key Performance Indicators for the Corporate Services Department is to develop the Human Resources Plan.

3.6.2 PURPOSE OF HAVING HUMAN RESOURCES PLAN

The Human Resource Plan therefore will aim at ensuring that the municipality:

- Has adequate Human Resources to meet the strategic goals and operations of the municipality, by having the right people with the right skills at the right time.
- Is able to keep up with social, economic, legislative and technological trends that impact on HR in the Local Government sector.
- Remain flexible so that your organisation can manage change if the future is different than anticipated.

In achieving the set target the department discovered that conducting a Business Process Re-engineering (BPR) is relevant. The process consists of the following phases:

1. Project Inception
2. Diagnostic Review
3. Work Study
4. Organisational Design
5. Skills Audit
6. Close Out

The Municipality is currently in stage five (5) of conducting the Skills Audit of all employees within the municipality. The phase will be completed on Friday, 24 March 2017 where after a Close Out report with HR Plan will be submitted.

Progress report on progress made and the Proposed Organisational Structure has been tabled to the Project Steering Committee, the Executive Management and TRIOKA.

3.6.3 CONCLUSION

The Municipality will have an approved Human Resources Plan for implementation in the 2017/2018 financial year.

3.7 Occupational Health and Safety

3.7.1 INTRODUCTION AND LEGISLATIVE FRAMEWORK

- Occupational Health and Safety Act, (Act No. 85 of 1993) and Regulations
- Compensation for Occupational Injury and Diseases Act, (Act 130 of 1993) Health Act
- Medicines and Substances Control Act
- Health Act
- Environmental Conservation Act
- NEMA
- Minerals Act
- Environmental Impact Assessment Regulations

3.7.2 PURPOSE OF THE STRATEGY

This document (Emalahleni LM SHE plan (09-9-2015)) defines the Management System that is implemented for the management of Health, Safety and Environmental aspects for the activities of Emalahleni Local Municipality. This SHE plan covers the following departments:

- Projects – construction projects
- Water and sewage management and projects
- Health and Community Services
- Disaster Management
- Administrative offices
- Municipality activities – sanitation and waste, electrical, workshops, horticulture

3.7.3 KEY COMPONENTS OF THE STRATEGY

- OHS Policy

Emalahleni Local Municipality has developed SHE policy with detailed commitments towards identifying the relevant hazards and risks of departments and projects. The policy also committed in addressing these risks, reduce risk of accidents and pollution, ensure training and competence and regularly review performance.

- Compensation

The Emalahleni Local Municipality is registered with the compensation commissioner and the current letter of good standing will be facilitated at the ELM safety Practitioner.

- Training and Competencies

Certain appointments and critical personnel require competency are required to execute certain duties in compliance with the Act.

- Operational Controls

In order to effectively manage the hazards and risks identified through the risk assessments conducted, numerous operational controls/procedures have been developed

- Personnel Protective Equipment

Emalahleni Local Municipality will provide such PPE to all their employees including casuals and will ensure such equipment is maintained, stored and used correctly.

- Contractors Control

Emalahleni Local Municipality shall take reasonable steps as are necessary to ensure co-operation between all contractors to enable each of those contractors to comply with Occupational Health and Safety standards and regulations

3.7.4 PERIOD OF EXISTENCE

The Occupational Health and Safety Strategy is planned for a period of five years from 2015-2019.

3.7.5 CONCLUSION

The successful implementation of Occupational Health and Safety Strategy in Emalahleni Local Municipality over the next five years will have a great positive impact in terms of compliance with Occupational Health and Safety act.

Implementation of the strategy will also be reducing claims rate and liabilities against the municipality and promotion of Health and Safety in the work place,

3.8 Community Participation Strategy

In terms of section 1 of the Local Government Municipal Systems Act 32 of 2000 a Municipality must develop a culture of Community Participation by encouraging and creating conditions for local community to participate in the affairs of the Municipality.

In an endeavour to fulfil this obligation, Emalahleni Local Municipality developed a Public Participation Policy and a strategy to respond directly to the stipulations of chapter 4 of the Local Government Municipal Systems Act. The Public Participation Policy and Strategy went through all the consultation processes and ultimately approved by the Council as a strategy that will be utilised to ensure effective Public Participation. The Municipality designed mechanisms through its Policy and strategy in order to ensure inclusion of all previously disadvantaged groups.

The following are those Public Participation Mechanisms designed as reflected in the Strategy:

(1) Mayoral Imbizo Programme

Mayoral Imbizo programmes are held on an annual basis as part of creating a platform for communities to have access to the elected leaders about issue pertaining to the delivery of Municipal services. This is just one aspect of ensuring that communities are

part of the decision making of the Municipality as envisaged in the Municipal Systems Act. These Imbizo are also used as an opportunity to report back on programmes and projects in each financial year.

(2) Information Sharing Sessions/ days

These are the days that we dedicate in ensuring that the Municipality brings all the information required/ acquired to bridge the gap in terms of information dissemination. This platform is commonly used in conjunction with all local government departments and those outside the Municipal boundaries when need arises.

(3) IDP Representative Forum

The IDP Rep Forum is comprised of all interest groups, ward committees, Government departments, Political principals and senior officials from the Municipality. The IDP Rep Forum has the following functions in relation to community participation:

Represent interest groups on relevant strategic planning activities and their outcomes
Analyse issues, discuss, negotiate and reach consensus (through decision making process)
Participating in the designing of proposals and Monitoring performance of planning and implementation

(4) Ward Committee Establishment and Functionality

Emalahleni Municipality ward Committees were established as required Local Government Municipal Systems Act 32 of 2000. The establishment of these ward committees was done in accordance with the prescripts that guides them and is not according to political affiliation. Ward Committees are one of the mechanisms that are established to ensure public participation and community involvement in the Municipality. Each ward has 10 ward committees chaired by the ward councillor. Their duties are divided in terms of their portfolios. They sit on monthly basis to discuss issues raised at ward level and submit in the office of the Speaker the reports of those meetings on a monthly basis.

(5) IDP and Budget Roadshows

Each financial year in terms of the process plan adopted by the Municipality as required by the Local Government Municipal Systems Act the Municipality must consult with the local community on its development and review of the needs and priorities, participate in the drafting of IDP. The Municipality ensures that it consult with the community with regards to whatever changes required in the IDP document to ensure transparency.






(6) Community Development Workers (CDW's)

These are the officials employed by the Department of Cooperative Government and Traditional Affairs (COGTA) to be foot soldiers in relation to all issues that affects local communities. The Municipality utilises Community Development Workers (CDW's) as

one of the Mechanisms to foster community participation by ensuring that they integrate them to the system of the Municipality for all issues pertaining service delivery.

12.13 Special Programs Unity Strategy

The Emalahleni Local Municipality Special Programs Unit (SPU) Strategy for 2017–2022 is developed for with a specific focus on the marginalized groups within our society and includes among those the following focus areas;





-  Youth,
-  People with Disabilities,
-  Women,
-  Children, and
-  the Aged.

The SPU Strategy is developed with a focus on redressing the wrongs of the past and addressing the specific challenges and immediate needs of the country's marginalized.

The SPU Strategy also seeks to create an environment that enables the marginalized within our municipal area to reach their potential and to mainstream municipal policies, mindful of the global economic challenges that affect South Africa and the resource constraints faced by the municipality, identifies the mechanisms and interventions that will act as catalysts to help clear critical blockages and achieve this positive environment.

The SPU Strategy will also outline interventions to enable the optimal development of the marginalized, both as individuals and as members of organized sectors within the municipality, enhancing their capabilities to transform the economy and the country. The SPU Strategy, which will also articulate in detail on how the implementation of the interventions should be carried out in the short, medium and long term for the following five years.

For the goals and objectives of the SPU Strategy to be realized, the municipality will need to partner with all sections of society, including the following;

-  the Organized Sector Groups of the marginalized groupings,
-  Government departments and Agencies,
-  the Non-Profit Sector,
-  Fraternal organizations, and

- ✚ The Private or Corporate sector.

The SPU Strategy is based and is developed within the context of the broad institutional Vision, Mission and Values of the Emalahleni Local Municipality.

BACKGROUND

The Emalahleni Youth Council is a voluntary civil society youth council that represents the interests and aspirations of its various affiliated organisations. It aims to mobilise youth organisations to ensure their participation in the broader societal affairs of the municipality. Its affiliates are drawn from political youth organisations and issue-based organisations as per South African Youth Council Constitution. Its diverse membership gives it a competitive advantage in serving as the “voice of the youth” and unifying divergent views into a common agenda for youth development.

CONTEXT AND LEGISLATION

South Africa’s concept of youth development is influenced by the historical conditions that have shaped the country and its democratic goals. It is based on the principles of social and economic justice, human rights, empowerment, participation, active citizenship, the promotion of public benefit, and distributive and liberal values. Youth development determines South Africa’s future and should be at the core of its development agenda.

This Strategy responds to the social and economic forces that shape global and regional development in the 21st Century, in particular the aftermath of the global financial crisis. It seeks to align the development of young people with government’s approach to addressing poverty and underdevelopment, as diagnosed in the NDP.

Disadvantaged youth must be empowered through effective institutions and policies to overcome conditions that disadvantage them. In the same manner, marginalised youth and those that have fallen out of the educational, social and economic mainstream must be re-integrated through second-chance measures and other supportive actions. This will require a multi-sectoral approach, involving stakeholders in the public sector, civil society and the private sector, with everyone working together to promote youth development and provide youth services.

OBJECTIVES

The objectives of the Emalahleni Municipality Youth Strategy are to:

- ✚ Consolidate and integrate youth development into the mainstream of municipal policies, programmes and the budget.
- ✚ Strengthen the capacity of key youth council and ensure integration and coordination in the delivery of youth services.

- ✚ Build the capacity of young people to enable them to take charge of their own well-being by building their assets and realising their potential.
- ✚ Strengthen a culture of patriotic citizenship among young people and to help them become responsible adults who care for their families and communities.
- ✚ Foster a sense of national cohesion, while acknowledging the country's diversity, and inculcate a spirit of patriotism by encouraging visible and active participation in different youth initiatives, projects and municipal-building activities.

FOCUS AREAS

Youth

The Strategy highlights the following proposals:

- ✚ Strengthen youth service programmes and introduce new community-based programmes to offer young people life-skills training, entrepreneurship training and opportunities to participate in community development programmes.
- ✚ Provide full Bursary funding assistance to students from poor families and develop community safety centres to prevent crime.
- ✚ Prepare and place matric graduates into work; expand learnerships.
- ✚ Capacitate school and community sports and recreation and encourage healthy and active lifestyles.

Project Description	Youth, will be provided with support and skills to enable them to establish co-operatives to improve their earning and income-generating capacity to target the service, agricultural and crafts sector.
Key Milestones	<input type="checkbox"/> Project Plan <input type="checkbox"/> Memorandum of Understanding
Estimated Budget	R 150,000-00
Project Driver	Emalahleni Local Municipality
Potential Partners	ECDC, Business, CHDM, Government Departments, State-owned agencies, SETA's
Implementation Period	2017 – 2022

CONTEXT AND LEGISLATIVE FRAMEWORK

The Emalahleni Women Forum - by encouraging their economic empowerment through skills development, economic empowerment and ensuring that they are aware of their rights and potential through the creation of an enabling environment through proactive activities and interventions;

Promotion of Equality and Prevention of Unfair Discrimination Act (Act 39 of 1996),

This act have been passed in recognition of the fact that throughout the history of South Africa, its people have been inspired by the values of equality, social justice and human dignity which formed the foundation of the struggle against colonialism. Apartheid and all other forms of social inequality which have caused and continue to cause pain and suffering to the great majority of its people;

The values originate from the traditional philosophy of *Ubuntu* or *Botho*, which has shaped the fabric of a free and democratic South Africa and has moulded its human relations;

The Constitution of the Republic of South Africa, 1996, commits South Africa and its people to the values of unity, human dignity, the achievement of equality and the advancement of human rights and freedoms, non-racialism and non-sexism.

South Africa is a proud member of the family of nations and, as such, is bound by the standards and norms of international law relating to human rights in terms of which discrimination based on among others, race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth, constitutes a gross violation of human rights.

Although progress has been made in reconstructing a society based on equality, justice and human rights and freedoms, forms of structural and systemic inequality still persist which undermine the values of our constitutional democracy.

This act has therefore been enacted in terms of section 9 of the Constitution to prevent or prohibit unfair discrimination. It recognizes that there is a need to;

- ✚ Make provision for the advancement and protection of persons previously disadvantaged by such discrimination;
- ✚ ensure compliance by South Africa who has international legal obligations in terms of binding treaties and customary international law in the field of human rights relating to the promotion of equality and the prohibition and prevention of discrimination;
- ✚ “ actively promote the building of a South African society that is rich in its diversity, that is caring, compassionate and that strives progressively to achieve equality and be in peace with itself its neighbours in other African countries and the rest of the world community;
- ✚ give effect to the right to equality as contemplated in the Constitution;
- ✚ set out measures for the promotion and achievement of substantive equality;

- ✚ prevent and eliminate any unfair discrimination generally and, being mindful of the history of South Africa, particularly the legacies of the past and discrimination based on race and gender, to focus specifically on the prevention and elimination of unfair discrimination relating to race and gender;
- ✚ conform to the international agreements referred to in section 2, particularly the Convention on the Elimination of All Forms of Racial Discrimination and the Convention on the Elimination of all Forms of Discrimination against Women; and
- ✚ address and eliminate the imbalances and inequalities, particularly in respect of race and gender existing in all spheres of life as a result of present and past unfair discrimination brought about by the *Apartheid* system, thereby contributing to the total transformation of South African society from one characterized by the inequalities and injustices inherent in Apartheid to one where the universal principles of equality, fairness, justice and human dignity apply to everyone.

FOCUS AREAS

Rural Women Skills Development Programme

Project Description	Rural women, especially those who are both domestic workers and unemployed in farming areas will be provided with basic life and technical skills to enable them to improve their earning and employability capacity. Women will be encouraged to establish and will be supported in the establishment of co-operatives to target the service, agricultural and crafts sector.
Key Milestones	<ul style="list-style-type: none"> ❑ Project Plan and Cooperative support ❑ Crime Prevention awareness (Unfunded) ❑ 16 days of Activism and Women's day (Unfunded) ❑ Women intergeneration project ❑ Memorandum of Understanding
Estimated Budget	R 150 000
Project Driver	Emalahleni Local Municipality
Potential Partners	ECDC, Business, CHDM, Government Departments (SAPS AND Social development, State-owned agencies, SETA's, Soul City
Implementation Period	2017 – 2022

EXECUTIVE SUMMARY AND LEGISLATIVE FRAMEWORK

White Paper on Integrated National Disability Strategy 1997,

People with disabilities are excluded from the mainstream of society and experience difficulty in accessing fundamental rights. There is, furthermore, a strong relationship between disability and poverty. Poverty makes people more vulnerable to disability and disability reinforces and deepens poverty. Particularly vulnerable are the traditionally disadvantaged groups in South Africa including, additionally, people with severe mental disabilities, people disabled by violence and war and people with AIDS. Disability tends to be couched within a medical and welfare framework, identifying people with disabilities as ill, different from their non-disabled peers, and in need of care. Because the emphasis is on the medical needs of people with disabilities, there is a corresponding neglect of their wider social needs. This has resulted in severe isolation for people with disabilities and their families.

Over the past decade, disabled people's organisations all over the world have worked to reposition disability as a human rights issue. The result is a social model for disability based on the premise that if society cannot cater for people with disabilities, it is society that must change. This model requires substantial changes to the physical environment. The goal must be the right of people with disabilities to play a full, participatory role in society. This changing ethos has taken place within an international context which finally gave rise, in 1993, to the UN Standard Rules on the Equalization of Opportunities for Persons with Disabilities

The vision of the Integrated National Disability Strategy proposed by the White Paper is a society for all. This means that there must be an integration of disability issues in all government development strategies, planning and programmes. There must be an integrated and coordinated management system for planning, implementation and monitoring at all spheres of government. And, to complement the process, there must be capacity building and wide public education.

Key policy areas have been identified. These include prevention, health care, rehabilitation, public education, barrier free access, transport, communications, data collection and research, education, employment, human resource development, social welfare and community development, social security, housing and sport and recreation. The White Paper has developed policy objectives, strategies and mechanisms for each of these areas. The rights of people with disabilities are protected by the Constitution. Government departments and state bodies have a responsibility to ensure that, in each line function, concrete steps are taken to ensure that people with disabilities are able to access the same fundamental rights and responsibilities as any other South African. It is therefore imperative that close partnerships and working links need to be created with the NGO sector. Transformation must involve practical change at every level of our society.

FOCUS AREAS

People with Disability

Project Description	<p>The municipality support the Disabled Peoples Summit and will conduct two programmes for the Disabled Structure.</p> <ul style="list-style-type: none">❑ Summit❑ Development Programmes;❑ Support to Emadlweni❑ Monitor support for the DPW Structure.
Key Milestones	<ul style="list-style-type: none">❑ Support to the programme❑ Memorandums of Understandings (Capitalization)❑ Social Investment by corporate sponsors
Estimated Budget	R150 000
Project Driver	SPU Unit of Emalahleni Local Municipality
Potential Partners	ECDEET, CHDM, Department of Social Development
Implementation Period	Annually between 2017 – 2022

2. Children's Amendment Act, 41 of 2007,

The Children's Amendment Act give effect to certain rights of children as contained in the Constitution; to

- set out principles relating to the care and protection of children;
- to define parental responsibilities and rights;
- to make further provision regarding children's courts;
- to provide for partial care of children; to provide for early childhood development; to provide for the issuing of contribution orders;
- to provide for prevention and early intervention;
- to provide for children in alternative care; to provide for foster care;
- to provide for child and youth care centres and drop-in centres;
- to make new provision for the adoption of children;
- to provide for inter-country adoption; to give effect to the Hague Convention on Inter-country Adoption;
- to prohibit child abduction and to give effect to the Hague Convention on International Child Abduction;
- to provide for surrogate motherhood; and to create certain new offences relating to children; and to provide for matters connected therewith."

FOCUS AREA'S

Children

Project Description	The municipality support the Children's Advisory Forum. <ul style="list-style-type: none">❑ Profiling❑ Support to Early childhood development Centres❑ Monitor support for the Chidldrens Advisory Forum
Key Milestones	<ul style="list-style-type: none">❑ Support to the programme❑ Memorandums of Understandings❑ Social Investment by corporate sponsors for
Estimated Budget	R 50 000
Project Driver	SPU Unit of Emalahleni Local Municipality
Potential Partners	Department of Social Development, Department Of Education, Unicef
Implementation Period	Annually between 2017 – 2022

12.13 SMME SECTOR PLAN SUMMARY

Preamble

- Development of small businesses, co-operatives, and informal traders seem to be a tool or important for addressing social challenges through job creation and self-employment. SMMEs form part of LED priority areas that the municipality should respond to, through creating conducive environment by removing red tape and in response to Broad Based Black Economic Empowerment (BBBEE) Act, 2013 (Act 46 of 2013), which puts an emphasis on the empowerment of black people to be part of the economy.
- A lot of studies including the National Local Economic Development strategy framework recognize Small Micro and Medium Enterprise as a critical driver of Local Economies. A prevalent feature of SMME development in Emalahleni Local Municipality has been its association with alleviation of poverty which is one of development millennium goals.
- *The support that the Municipality provides for SMMEs is widely acknowledged as the country's effort towards economic restructuring and poverty alleviation. This acknowledgement results from governments' political and legislative commitment, through policy and strategy, to ensure that SMME development is viable.*
- *SMME development in local government typifies part of a local economic development (LED) strategy that aims to, among other priorities; achieve the local government's constitutional mandate to promote economic development.*

Policy and Legislative Framework of SMME Development

- Constitution of the Republic of South Africa Act No. 108 of 1996
- White Paper on Local Government of 1998
- Local Government: Municipal Systems Act No. 32 of 2000

- Broad Based Black Economic Empowerment (BBBEE) No 46 of 2013

Key Thrust for SMME Development Plan

The implementation framework should respond to these key driving forces listed below of SMME Development Plan. These thrusts are a determination of how the implementation framework should look like.

1.1. Alignment of products and incubation

Emalahleni Local Municipality and the private sector must be able to ensure the alignment of the different interventions by the different organs of state and private sector including the business chamber and the Small Business Association. The alignment of activities will assist in averting duplication and the understanding between the two will lead to the identification of development opportunities.

1.2 Government Purchasing

The plan must provide adequate tools of ensuring that the Municipality through outward looking instruments will create or open opportunities for procurement by SMME's. The Code of Good Practice provides minimum targets for procurement; the plan must demonstrate responsiveness to those targets. The Procurement Policy environment would have to be adjusted to ensure that it is responsive to such procurement imperatives and Emalahleni Municipality must take a lead in this process.

1.3 Access to Finance

Small and Micro enterprises are faced with huge and insurmountable challenges when it comes to access to finance. The SMME's particularly from the previously disadvantaged background are faced with challenges ranging of confidence in their products by the free market, low disposable income in poor communities and lack of property rights to act as collaterals. Slightly modified financing instruments are extremely important for initial financing.

Through this plan a support particularly regarding positioning these SMME's to access financing must be hatched. The plan must include full support during inception and planning, enabling businesses to access existing products including wholesale finance from government entities. Clear targets must be set within the plan regarding such work.

1.4 Capacity Building

Capacity Building would relate to both the implementation representative and the SMME's. The implementing team should possess adequate capacity in terms of skills and numbers to ensure effective and successful implementation of the SMME intervention. Equally the SMME's as they are going through the Business Development cycle must be given skills that parallel their specific stages in development. Capacity is amongst the main attribute for the failure of new entrants in the business industry. The skills desired would include entrepreneurial skills, business management skills, marketing skills proposal and business plan development and evaluation skills.

1.5 Access to Markets

Small and Micro Enterprise have serious capacity limitation regarding the opening of market opportunities and the promotion of their business. The Government procurement only provides opportunities for businesses in the structured markets. However, the incubation facility must stretch beyond that and provide towards the creation of markets in the highly competitive business environment. A key success factor for the incubation facility is the extent to which business has thrived beyond incubation into maturity. A concerted effort to expose business into real market and ensuring that they survive on their own by providing qualitatively competitive products is an important activity area. As part of this work the entrepreneurs would be capacitated with market skills.

Conclusion

Through this plan the Municipality intends to address constraints in the growth of SMME's. There is also recognition of the fact that local economic development works when ownership is created at the local level and the support provided by the municipality to businesses. There is a strong intention to do intensive capacity building through partnership with the CHCDC, ECDC and DEDEAT. Incubation – another important feature of the plan is the fact that it recognise that a set of intervention is key to the ultimate success of the Municipality's entrepreneur development programme. This means that the whole intervention is in a circular value chain and its success depends on a properly conceptualised incubation.

12.14. Forestry Management Plan

1.1 Introduction

Forestry is a strategic land use in the economic landscape of a country. Although the country's commercial plantation resources of some 1.27 million hectares over only 10% of the total land area, it contributes 12% to the country's Agricultural GDP through round wood production valued at 5, 2 billion in 2007. Even though the area under plantation has decreased over the past few years from a peak of 1,518,138ha in 1997 to 1,266, 196ha in 2007, the volume of production has increased from 18,641,228m³ to 20,330 during the same period. This was due to increase yield based on better site/species matching tree breeding and improvement management.

1.2 Emalahleni Local Municipality Biodiversity

Bio-diversity is also one of most important aspects of any development. It is a degree of variation of life forms with in a given species, ecosystem, biome or plant. It generally turn to cluster into hotspot and it has been increasing through time. It is therefore important to take serious consideration of Bio-diversity summary of Emalahleni Local Municipality.

The Municipality is 3 447 square kilometres/ 355, 099.i hectares in size with the following biodiversity summary

Area remaining natural	1 114 844 ha (96. 2%)
Area with no natural habitat	80 319 ha (32.9%)
Protected area	0
Biomes	Grass land 355 098.9 ha
Vegetation types	9
Water Management Area	2(Mzimvubu to Keiskama 91.22% and Upper Orange 5.86%)
Wetlands	950(5022.9 ha)

1.3 Purpose of the plan

The main purpose of this plan is to provide a clear guide lines on how Emalahleni Local Municipality intends to facilitate the development of forestry sector into a vibrant industry providing the range of work opportunities and self-employment opportunities for local communities. This plan also intends to formulate guide lines that will help with conserving forests, preventing them from destruction and deforestation.

It is therefore significant to have a plan to manage forests because that will help improving local economy. Forests plays a significant role to prevent soil erosion, and also among other things forestry enterprise include the following:

- Building material
- Furniture making
- Charcoal
- Nurseries

- Bee Farming
- Leather Tanning
- Pulp
- Medicine Plants
- Bio-fuel

1.4 It is also significant to note the fact that forestry management cannot be successful without considering key stake holders such as:

- Department of Agriculture Forestry and Fisheries
- Department of Economic Development and Environmental Affairs
- Department of Rural Development and Agrarian Reform
- Department of Trade and Industry
- Department of Social Development
- Chris Hani District Municipality
- Chris Hani Development Agency
- Traditional Council
- Communities
- Private Sector

1.5 The Main Objective of Developing Forestry Management Plan Includes the Following:

- To facilitate local economic development in Emalahleni Municipal Area.
- To create conducive climate for Private Sector Involvement.
- Ensure meaningful involvement of communities and local other role players in the management and the ownership of the forestry and forestry assets.
- To facilitate the increase of the existing hectare age of the forest plantation.
- To improve the quality of timber in the area.
- To facilitate value adding to the local raw material to ensure maximum benefit.
- To ensure skills development

1.6 Proposed Strategic Intervention

Looking at the situation analysis of the forestry development in the area and surroundings, we are proposing the following intervention

- Forestry management
- New afforestation
- Improvement of the saw milling industry
- Improvement of the charcoal project
- Improvement of the furniture manufacturing project
- Expansion of the medicinal and indigenous plant nursery
- Wattle value addition
- Beekeeping

1.7 The table below will look at each of the intervention areas which should be perused in order to realize the objectives and target goal.

Project	Strategy
Forest management	Objectives <ul style="list-style-type: none"> • Improvement of forest resources • Proper forest management of forest • Establishment of timber • Full utilisation of forest resources

	<ul style="list-style-type: none"> • Improve defence of forestry resource and awareness of forestry and environmental legislation
	Challenges <ul style="list-style-type: none"> • Poor management • Lack of awareness/interest in forest

	<ul style="list-style-type: none"> • Land claims • Stock damage
	Intervention <ul style="list-style-type: none"> • Proper institutional arrangement. • Transfer and co-management of forest and management. • Ensure proper and meaningful involvement of local communities. • Stock branding with strong ponds (law enforcement).
Afforestation	Objectives <ul style="list-style-type: none"> • Increase of the forestry resource base • Addition of economic value on unutilised land • Land reclamation Challenges <ul style="list-style-type: none"> • Competition with other land use system (Agriculture) • Settlement • Environmental issues • License • Funding poor infrastructure Intervention <ul style="list-style-type: none"> • Encouragement of public private partnership • Resource mobilisation (funding) • Establishment of smaller grower scheme • Assist with licence application • Compliance with legislation

Establishment of the sawmilling industry	Objectives <ul style="list-style-type: none"> • Establishment of the sawmilling business • Expansion of sawmilling business Challenges <ul style="list-style-type: none"> • Lack of timber • Lack of appropriate skills • Access to finance • Lack of co-operation • Lack of infrastructure Products <ul style="list-style-type: none"> • Rafters • Purlins • Branderinjgs • Facia-boards • Markets • Manufacture and local communities Interventions <ul style="list-style-type: none"> • Forest management • Afforestation
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	<ul style="list-style-type: none"> • Forge unity among saw millers
Establishment of Charcoal Product	<p>Objectives: Utilisation of wattle in the area for the benefit of communities and economic development.</p> <p>Challenges</p> <ul style="list-style-type: none"> • Skills • Funding • Lack of market <p>Products</p> <ul style="list-style-type: none"> • Charcoal • Pellets <p>Interventions</p> <ul style="list-style-type: none"> • Forge strong links with private partners • Linkage with the general wattle value addition invitation
Establishment of the furniture management business	<p>Objectives</p> <ul style="list-style-type: none"> • To ensure maximum production in furniture making. <p>Challenges</p> <ul style="list-style-type: none"> • Lack of funds. • Skills shortage. <p>Products</p> <ul style="list-style-type: none"> • Furniture • Coffins <p>Market</p> <ul style="list-style-type: none"> • Locals • Departments • Private sector <p>Intervention</p> <ul style="list-style-type: none"> • Ensure funding • Link with development partners • Skills development • Increase timber
Establishment of Indigenous Plant Nursery	<p>Objectives to Establish the Scope of the business challenges</p> <ul style="list-style-type: none"> • Partnership • Market <p>Products</p> <ul style="list-style-type: none"> • Indigenous trees • Exotic species <p>Target Market</p> <ul style="list-style-type: none"> • DAFF • Forestry companies • Communities <p>Intervention</p> <p>Increase the scope of the Nursery to include medicinal and decorative trees/plants. Sign a memorandum of understanding with credible partners/institutions. They should be manages professionally and as efficiently as possible. The aim should be made a state of the art Nursery that can be able to provide for all for all clients in the district. For the sake of the management of such facility there should be a qualified horticulturalist who will be the accounting officer for the Nursery.</p>
Wattle Value Addition	<p>Objectives</p> <ul style="list-style-type: none"> • To ensure value addition of bee keeping/farming

	Challenges <ul style="list-style-type: none"> • Lack of knowledge • Lack of capita Products <ul style="list-style-type: none"> • Horney • Pollen • Propollis • Lotions • Creams • Jelly Juice • Bee works Market <ul style="list-style-type: none"> • Cosmetic Factories • Local shops • Furniture manufactures and shops. Interventions <ul style="list-style-type: none"> • Training • Ensure funding • Social facilitation • Link with other farming enterprise in South Africa.
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1.8 Extent of Forestry

The table below depicts the extent of forestry in Chris Hani District municipality. This has been extracted from Chris Hani District Municipality IDP document.

Municipality	Commercial	Natural	Woodlots	Potential new Afforestation
Emalahleni	0	1 032	145	4 393
Engcobo	2 012	9 199	146	12 732
Ntsika Yethu	3 882	1 893	1 794	3 752
Sakhisizwe	2 224		122	8 622
Lukhanji	0	0	111	499
Inkwanca	0	0	0	210
Tsolwana	0	0	0	11
Total	8 118	12 592	2 318	30 465

Ownership

Municipality	Private ownership	State plantation	OMM Woodlots
Emalahleni	0	0	145
Engcobo	0	2 012	146
Intsika Yethu	0	5 167	510
Lukhanji	0	455	111
Sakhisizwe	2 224	7634	10349.1
Total			

9.1 Employment statistics

Municipality	Plantation employment	Natural Forests	Total
Ngcobo	47	18	65
Ntsikayethu	158		158
Sakhisizwe	188		188
Emalahleni	0	0	0
Total	393	18	411

Conclusion

Emalahleni Local Municipality developed the guideline on how forests can be conserved and be prevented from deforestation. In doing so, villages and wards that have forests will be identified and ward Councilors of such wards will be approached to help with forming forestry management committees. Department of Agriculture Forestry and Fisheries as the key stakeholder will be approached to come and do an assessment of the forests that are at Emalahleni local municipality. However it should be noted that there is a challenge of funding that will help with improving the standard of the forests and its management.

12.15. EMALAHLENI LM IWMP EXECUTIVE SUMMARY

Introduction

In the past decades, waste management planning has moved from being purely based on a remove and dump system to a more sophisticated Integrated Waste Management Planning systems based on the waste hierarchy adopted by the South Africa's National Waste Management Strategy (NWMS). NWMS offers a wide range of options for waste management and also requires translation of its goals and objectives into practice. These goals and objectives have to be implemented in conjunction with an agreed action plan. The action plan has to be crafted along the following key elements of the strategy: Integrated waste strategy; waste information systems; capacity building, education, awareness and communication. The element of education, awareness and communication include the following:

- Waste Collection
- Waste prevention and minimisation
- Generation of waste (Generation Areas and waste stream analysis)
- Separation of waste at source
- Waste Collection, transfer and transport
- Reduce, reuse and recycling of waste and ;
- Disposal of Waste (as the last resort)

This element involves identification of specific waste minimization strategies, whether it is separation at source or at collection. The official hierarchy adopted in the Government Waste Management Strategy is as follows:

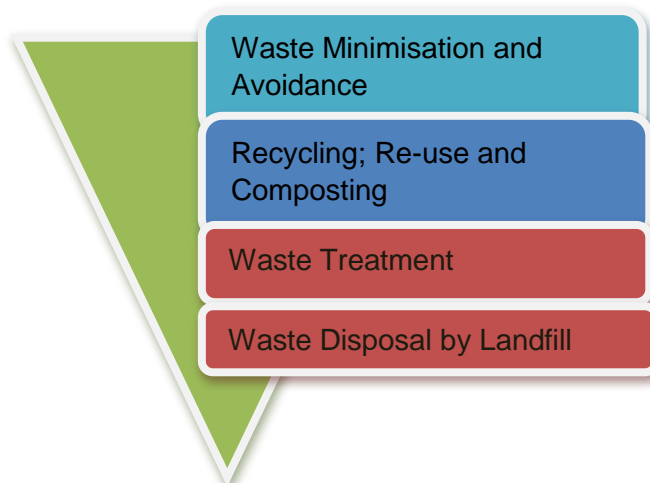


Figure 1: Waste Management Hierarchy as adopted in the National Waste Management Strategy

Integrated Waste Management also requires extensive public and key stakeholders' consultation. Such consultation is required in order to facilitate informed decision making and to build capacity and understanding of the principle of Integrated Waste Management Planning.

Objectives of the IWMP

The main objective of an IWMP is to integrate waste management into or within municipal services and respond to increasing level of waste throughout the municipality area. This is done in order for the municipality to:

- Identify and plan future waste management needs and requirements;
- Minimize waste management costs by optimising the efficiency of the waste management system.
- Minimize adverse social and environmental impacts related to waste management and thereby and improve the quality for all citizens.
- Avoid and minimize the generation of waste within a municipality.
- Promote and ensure the effective delivery of waste of services. Reducing, Re-using, Recycling and Recovering the Waste

Section (2) of the promulgated National Environmental Management: Waste Act 2008 (Act No. 59 of 2008)[NEM:WA], clearly states that, "the department (DEA) and the provincial department responsible for waste management (DEDEAT) must prepare Integrated Waste Management". Furthermore, section 4(a) thereof states that "each municipality must submit its Integrated Waste Management to the MEC for approval and must include the approved integrated waste management plan as indicated in chapter 5 of the Municipal System Act.

The primary objectives of NEMWA are to protect the well-being of human lives and the environment by providing reasonable measures towards:

- Minimizing the consumption of natural resources
- Avoiding and minimizing the generation of Waste
- Reducing; Re-using; recycling, recovering and disposal as last resort
- Preventing pollution and ecological degradation.
- Securing ecologically, sustainable development while promoting justifiable economic and social development
- Promoting and ensuring the effective delivery of waste services.
- Remediating land where contamination presents or may present a significant risk of harm to human health or the environment and

- Achieving integrated waste management reporting and planning.

In line with achieving compliance with NEM:WA and in giving effect to the primary objectives of NEM:WA set out above, Emalahleni Local Municipality has embarked on a process of reviewing their Integrated Waste Management Plan (IWMP). The main objective of the IWMP for Emalahleni Local Municipality is thus, to give effect to the objectives of the NEM: WA and other relevant legislation *inter alia*, Chapter 5 of the Municipal Systems Act.

It is also paramount that the municipality invests in feasible and practical solutions towards resolving waste management challenges. These practical solutions should be developed, implemented and monitored adequately.

LEGISLATIVE FRAMEWORK OF THE IWMP

- **The Constitution of South Africa (Act No. 108 of 1996)**

Schedule 4(b) and 5(b) of the Constitution of South Africa specify aspects with which the local authorities have concurrent responsibilities. In terms of waste management, such responsibilities include cleansing; refuse removal, landfills & dump, and solid waste disposal.

- **The National Environmental Management Act (Act No. 107 of 1998)**
- **The National Environmental Management: Waste Act (Act No.59 of 2008)**
- **National Environmental Management: Air Quality Act (Act No. 39 of 2004)**
- **National Water Act (Act No. 36 of 1998)**
- **White Paper on Environmental Management Notice 749 of 1998**
- **White Paper on Integrated Pollution and Waste Management for South Africa, Notice 227 of 2000**
- **DWAF Minimum Requirements Waste Disposal By Landfill**
- **National Waste Management Strategy and Action Plans**
- **Municipal Systems Act (Act No. 32 of 2000)**
- **Polokwane Waste Summit Declaration**

Overview of the Status Quo Report

The scope of the report is limited to the information generated from site visits, interviews with relevant staff members from Emalahleni Local Municipality and documents obtained from the local municipality and Chris Hani District Municipality with regard to waste management practices that are carried out in the Local Municipality.

This report is divided into five parts:

Chapter One- Provides background information encapsulating the physical, demographic fixtures, location of the existing dumping sites and their legal status, socio-economic structure, budget for environmental management, waste collection processes and preliminary waste stream analysis.

Chapter Two- outlines the legal and policy framework for integrated waste management (IWM) (bylaws), assessment of institutional arrangements for waste management (revenue trends), institutions involved in waste management services and training and awareness programs for waste management.

Chapter Three: highlights issues related to private sector performance within the municipality, and conditions for private sector participation in the waste management space.

Chapter Four: focuses on technical performance (SWOT analysis) which is about description of technical performance in respect of waste generation and composition, waste management initiatives, projects which are funded by municipality relating to waste management and impacts, and lastly waste information management.

Chapter Five: discusses issues related to barriers or challenges or opportunities to waste management services, identification of challenges in terms of waste management strategy.

One characteristic feature of waste management is that it is achieved by utilizing the technical, organizational, and financial resources in order to complete the outlook that is compliant to the norms and standards acceptable and adopted by the South African Government which are in line with international trends of good practice.

Waste Management Practices in South Africa are not similar and they differ amongst municipalities and also amongst Provinces. The majority of provinces, district and local municipalities are struggling with basic waste aspects such as ensuring adequate collection services and implementing a minimal degree of control at disposal sites at the same time as they are facing increased waste volumes due to increasing trend of urbanization.

Municipalities generally lack the technical and financial resources to manage solid wastes which includes adequate provisions for storing the waste at the point of generation as well as efficient and adequate collection services. Waste disposal in some provinces and municipalities is just a matter of transporting the collected waste to the nearest available open space and dumping it without any punitive measures. However, progress has been made in the waste sector over the last 6-10 years. There has been a concerted effort to increase the level of awareness among the business sector,

citizens and leadership of municipal institutions. Generally, awareness creates a platform for better action towards allocating the necessary resources for the waste management function.

The availability of resources is inextricably linked to the economic situation of the institution and waste management still holds a weak position in this context compared to other public services e.g. water, sanitation, etc. Given that economic development is also linked to the generation of waste, the last couple of years have resulted in an increase in waste quantities in a number of municipal areas though not recorded adequately.

The most important challenge for the industry is the prevention of waste, followed by the need to obtain reliable data for decision making. Another imminent challenge is the increased cooperation across industrial sectors to achieve the overall goal of improved resource management and to render waste less hazardous and harmful to communities.

The tools of material and substance flow analysis, life- cycle analysis and cost –benefit analysis have to be applied more widely, since focusing on the waste end only, is the wrong approach in many cases. The combined application of these methods for comprehensively defined systems will result in concrete concepts of the optimal mix of measures. The goals of dematerialization and detoxification of all economic activities in a long-term perspective have to become more important than just goals restricted to waste management.

The main future challenges and goals for realizing this concept of integrated waste management are:

- National waste policies and the legal framework have to be made coherent, their implementation and enforcement need to be improved tremendously in all parts of the country especially in provincial and local spheres of government. Waste improvement plans at national and local level are needed; these can serve as the basis for the improvement of and investment in waste management systems. This is especially important for the provincial and local government where public health is adversely affected by insufficient or non-existent services.
- It is essential to achieve a reduction in the amount of waste generated and to decouple the link of economic growth and waste generation. For this purpose, a uniform waste industry approach to raise public and political interest is required in all parts of the country and local municipalities to establish sustainable waste management systems.
- A most pressing area for future progress is the field of information and education. There needs to be a coordinated strategy with regard to information provision and considerable work needs to be done to change people's attitudes towards waste management as a whole and increase participation in recycling and minimisation schemes. Once the public is participating in the

recycling schemes it is important to give them feedback on what happens with the recycled waste to keep up their interest in participation.

- Information and education are also needed to allay the fears that people have with regard to waste management and to encourage them to take responsibility for the waste they generate. One major goal that needs to be achieved is increasing public confidence in the waste management sector. Extensive work needs to be done to remove negative perceptions and replace emotive views with views based on sound science and agreed facts.
- Future progress is also needed in moving the markets for recyclables. Producers must be encouraged to incorporate life cycle assessments in the development stages of their products and consider waste management issues in the design stages – something that does not happen as a general rule at present.
- Alternatives have to be made available so that consumers are encouraged to minimise their waste or buy products that are of a company high standard and price but less harmful to the environment.
- Accessible and credible data is crucial if strategies are to be successful and sustainable waste management practices achieved. The industry needs to have access to clear, credible and replicable data and information. The availability and the quality of waste data cause difficulties already at a national level; at an international or regional level, these difficulties are even greater.
- We need to create standards for the whole waste industry that include new and emerging technologies and also the management of specific waste type's e.g. agricultural waste. Considerable investments should be made in emerging technologies and assistance should be given to research and development.
- Whilst progress has been encouraging to date, partnerships need to be developed continually so that all stakeholders can work together towards a common goal. Participation by all parties in the decision making progress is an important issue. The waste industry has to encourage and take part in multiple stakeholder involvement.
- The waste industry must set and achieve sustainability targets.
- There needs to be access to training and education for everyone involved in waste management. An increasing awareness of networking opportunities is required to facilitate the information flow.
- The practical experience of practitioners and planners, regulators and operators, scientists and researchers in waste management must be made more available to be developing countries and economies in transition. Immediate support and transfer of know-how are most valuable, as they facilitate the implementation of sound waste management strategies and

practices. In many cases, a small amount invested in training and education can enable local staff and regional regulators to help them effectively.

From a global point of view, the most urgent need is to close the gap between developed and developing countries. The first priority in this context is to make sure that there are collection services available to as large a part of the world's population as possible and to raise the quality of landfill management.

The key priorities and the most efficient measures with the biggest possible benefit for the environment have to be identified on the basis of the relevant facts and figures. Tools like environmental impact assessments (EIAs), material flow analysis, or macro-economic cost-benefit analysis must be applied more widely for improved and scientifically based decision-making. A broad range of stakeholders must be involved to achieve a substantial progress in the minimization and detoxification of waste.

Number of Households

There are approximately 31 681 households in the municipal geographical area, with an average household size of 3,7persons per household.

The number of household receiving refuse collection services is as follows:

Area	Number of Serviced Households
Lady Frere urban area	1194
Indwe urban area	2843
Dordrecht urban area	3672
Total	7709
Percentage	24.33%

3.1. Organizational Structure

The following table represents the existing staff compliment of Emalahleni Local Municipality. The Waste Management function is within the Community Services Directorate. The Waste Management Practitioner is in charge of waste management function and has the following staff compliment reflected in the table below:

Table 4: Staff Compliment within the waste management section of ELM

Category	Number
-----------------	---------------

Waste Management Practitioner	1
Supervisors: Waste Management	3 (2 vacant)
Fleet (trucks & tractors) Drivers	6 (1 vacant)
General Assistants: Street Cleaning	20 (all vacant)
General Assistants: Refuse Removal	30 (10 vacant)
General Assistants: Landfill Site	10 (all vacant)
Total	70 43 vacant)

Location of Solid Waste Sites

Emalahleni Local Municipality has three solid waste disposal sites, namely in Lady Frere, Dordrecht and Indwe.

Transfer Stations

Emalahleni Local Municipality does not have operational Transfer Stations as of July 2016. However, the municipality has licences for Dordrecht and Indwe transfer stations which will feed the planned Lady Frere Regional Landfill once operational.

TECHNICAL PERFORMANCE

Waste Generation and Composition

The Municipality is currently collecting refuse in all urban areas, with some areas such the CBD's receiving daily service and some urban areas receiving at least once a week service. The CBD and major retailers are serviced more frequently with some businesses being serviced on a daily basis even though they are not charged accordingly.

Health centres are using a private service provider for collection of hazardous waste. Only urban health centres' general solid waste is collected by the local municipality. The rural areas dispose of general waste by their own preferred means.

Waste Types and Categories

Waste which is generated within the Emalahleni Local Municipality is mainly general waste which falls into the following categories;

- Domestic
- Commercial
- Building rubble/Construction and Demolition waste
- Garden refuse/Green waste

Estimated Waste Quantities (General Waste)

Emalahleni Local Municipality generated an estimated 2 445.5 tonnes of general solid waste during the month of May 2016. This may be used as an average quantity of waste that ends up at the three solid waste disposal sites within the municipality. This is the official registered information in view of the municipal fleet being used. No monthly quantities/records for waste disposal for other months are available.

The estimated waste generation using DEA guidelines is found on the table below. Where the formula used is: (total number of households x average people in each household x waste generation) 365 days.

Disposal Infrastructure Development

This area relates to the development, upgrading and legalization of disposal infrastructure. This includes the identification of new infrastructure required, the permitting of existing unlicensed facilities, and the upgrading of the current infrastructure as well as the improvement of management practices at the various locations. The following is recommended for Emalahleni Local Municipality:

- Decommission and rehabilitate the dumping sites within the Municipality
- Improve access control in all the sites to avoid entry after hours with materials not suitable for disposal.
- Improve signage within the Landfill Site

Waste Collection Infrastructure

This aspect relates to fleet for waste management. Emalahleni Local Municipality has sufficient fleet for the service area. Due to the small quantities of waste produced within the rural areas, the removal of waste from the individual households, however, still remains the responsibility of each individual as no formal collection is conducted by the municipality. This situation is not ideal due to the fact that non-removal of waste may pose a health concern and lead to illegal dumping at more convenient locations throughout the settlements. To this end, it is recommended that the municipality plan for the provision of skip bins in the unserviced areas where waste generation seems higher and move gradually into the villages

If the ELM wants to expand the service area, the following aspects should be taken into consideration:

- Purchase additional fleet which can be solely dedicated to waste management.
- Sell fleet which is no longer useful.
- Continuously assess its fleet regularly and in line with resolutions on extending the service coverage.
- Ensure that all waste receptacles in town are at least 100m apart from each other. This can be undertaken in order to comply with the norms and standards for waste management.

Institutional Capacity and Human Resources

This aspect involves the identification of human resource shortcomings and alteration to employee structures. The following is therefore recommended for Emalahleni Local Municipality:

- The Community Services Directorate should review its organogram with a view of strengthening the waste management function.
- The Unit should undertake the enforcement of bylaws, synthesis of the waste information system and interaction with private sector in the municipal area.

- The current staff members should be trained continuously on the function in order for them to perform better. This would help them to understand various forms of waste and report any wrong-doing to the authorities.

Financial Resources

This aspect relates to existing and required financial structures and strategies. The current revenue generated through the function of waste management is commended. The municipality should consider the following:

- A pre-paid system for waste management wherein a voucher system can be devised for private disposers.
- Tariffs for private disposers should be determined and standardized.
- Ensure continuous improvement of rate payer numbers every year in order to generate more revenue.
- Ring-fence the revenue for waste management in order to re-invest in the function in various ways.

Information Management and Dissemination

This aspect covers the need for effective record keeping and the development of a Waste Information System, the sharing of available information as well as co-operation of the various stakeholders within the municipality. It is recommended that the municipality should:

- Develop a Waste Information System (WIS) for all its sites including the transfer station as constructed. The municipality can enlist the support of the provincial Department for this aspect,
- Synthesis of the information generated by the WIS is highly recommended for management purposes.
- Procure the mobile weigh bridges for all the waste disposal facilities in order to accurately determine the volumes of waste disposed in the facilities.
- Develop a comprehensive awareness campaign programme and waste education for the municipality. The municipality can enlist services of the Provincial department to create awareness on waste matters.

Management of Illegal Activities

This focus area relates to illegal dumping activities within the municipal area. This involves identification of possible illegal dumping hot spots, development of clean up and anti-dumping campaigns, possible revision of by-laws as well as revision of collection strategies. The following is recommended for the municipality:

- Undertake a comprehensive audit of open spaces (erven) within each town. This is to assist in identifying illegal dumping hotspots. This will be done with a view of formulating a strategy for each of those areas.
- Put up sign boards on those potential hotspots with a view of deterring illegal dumping.
- Other open spaces may be recommended for recreational parks to improve cleanliness and control.
- Develop a penalty system for all illegal dumping activities.

Waste Minimization Strategies

This focus area involves the identification of specific waste minimization strategies, whether it is separation and collection at the source, privatization of recycling activities, and development of collection points throughout the area as well as public awareness/education strategies. The following is recommended for the Emalahleni Local Municipality.

- Strengthen the functionality of the existing recycling project through ensuring that there are more recyclables into the project in order to meet the required volumes,
- Introduce a two-bag system for all households and businesses in order to improve separation at source. This would also improve recyclables going to the Project.
- Strengthen the participation of private sector companies whether as donors or in transferring the skill to the cooperatives.
- Should budget for this project through its equitable share as it increases the lifespan of the waste disposal facilities. ***For ease of reference, kindly refer to the Implementation Programme for 2016 – 2020.***

12.16 EMALAHLENI LM EMF EXECUTIVE SUMMARY

Introduction

Emalahleni Local Municipality, which is located within the central part of the Eastern Cape Province, in the Chris Hani District Municipality, has embarked on a process of developing an Environmental Management Framework (EMF) for its geographic area. IKAMVA Consulting, an independent environmental service provider was commissioned to develop the EMF.

This report represents the Desired State Assessment of the Emalahleni LM- EMF process and serves to build on the Status Quo Evaluation by establishing an environmental vision for the municipality which is translated into a Environmental Management Zones (EMZ) which is a spatial representation of areas that need conservation and management prior to proposed developments via a mapping exercise.

An EMF is a study of the biophysical and socio-cultural systems of a geographically defined area to reveal where specific activities may best be undertaken and to offer performance standards for achieving and maintaining the desired state of that area.

Environmental Management Framework Objectives

In undertaking this study, the objectives and guidelines for EMF development in terms of NEMA 107 of 1998 were taken into consideration. The EMF study will cover all the areas under the jurisdiction of the Emalahleni LM.

In order to address the triggers for sustainable development in Emalahleni LM and the priority environmental opportunities and constraints, some of the key objectives of the EMF include facilitating

environmental decision-making and providing strategic guidance on environmental, economic and social issues in the local area. The catalysts for initiating the EMF fell within the following categories:

- i) Significant environmental factors (e.g. protection of natural resources to ensure that the associated environmental goods and services are not jeopardised);
- ii) Socio-economic factors (e.g. the local people have a substantial reliance on natural resources);
- iii) Development pressures (e.g. unlocking the local area's development potential);
- iv) Environmental threats (e.g. land transformation and degradation); and
- v) Resource management issues (e.g. risks to sensitive environmental habitat).

The EMF development approach is consistent with the requirements stipulated in the National Environmental Management Act (Act No. 107 of 1998) and the EMF Regulations (GN No. R547 of 18 June 2010). This Report makes recommendations for consideration by the Municipality in various environmental indicators. It is essential that the Municipality makes considered views towards implementing the recommendations.

STATUS QUO SUMMARY FINDINGS

Specialist Assessment Key Findings Summary:

The key findings from the baseline analysis can be summarised as follows:

Freshwater Ecosystems

There are seven (7) major rivers and 601 recognised National Freshwater Ecosystems Priority Areas (NFEPA) wetlands. Majority of rivers are safe from experiencing major developmental changes and transformation. The ecosystem that experience major impact within the study area are wetlands, due to their proximity, accessibility and sensitivity to change they are prone to destruction. In addition, the wetlands within the study area are not in any conservation programs and to keep their persistence in nature, protection and conservation management of the wetland ecosystem is required.

The majority of the wetlands are seasonal. It has to be noted that there are also few man-made dams observed during the survey.

Within the study area, it was also observed that there are few man-made dams ranging from Department of Water and Sanitation (DWS) constructed dams for water conservation and ones constructed to support farming activities occurring in the municipality.

The Present Ecological State (PES) of the rivers ranges from poor to good.

Freshwater ecosystems within the study area are under the threat of the following:-

- ☐ Alien Plants invasion.
- ☐ Development or structural development.
- ☐ Sedimentation and Pollution.

Air Quality

The specialist air quality study indicated that residential energy use (biofuel and electricity), motor vehicle emissions, vehicle entrainment on dirt road, hospitals, solid waste burning, vegetation burning (veld fires) and road construction (including their quarries/borrow pits) and trans-boundary pollutants as major sources of air pollution in the municipality. However, the overall air quality within the study area is still considered to be in good quality amidst random peaks. It is recommended that the municipality regulate and manage the air quality as there are no dedicated resources to monitor different activities that affect the air quality within. The agreement necessary to manage and monitor air quality within the study area should be included and recognised in the Integrated Development Plan (IDP) compiled and adopted by the Emalahleni Local Municipality.

It would be more prudent for Chris Hani DM to provide the function with the DEDEAT regional staff fulfilling an oversight role.

Despite this, it is necessary that air quality and the agreed management function is recognised in Emalahleni LM's IDP.

Agriculture

The LED strategy regards Agriculture as one of the key economic drivers in Emalahleni Local Municipality. The area has been identified as suitable for both livestock farming and crop farming, despite its harsh and dry climate. Livestock production is prevalent in Emalahleni Local Municipality with cattle, sheep and goats being farmed in large numbers both on commercial and subsistence basis, however, crop farming is only practised in small scales and where necessary commercial practise is limited except to areas where water for irrigation is easily accessible.

Heritage

Emalahleni LM is identified as an area with rich heritage resources and had several surveys previously conducted. A significant number of historical and cultural resources have been identified within the Emalahleni Municipality geographical area. These heritage resources consist of memorials, places of worship (churches, mosques and temples), 32 burial grounds and grave sites (Grade IIIa), 26 Grade IIIb sites (archaeological, palaeontological, stone walls and structures), areas of political significance and areas of past economic significance, 26 Grade IIIc sites (Stone Age archaeological and artefact sites, structures and the remnants of an old road) and ungraded sites such as buildings, burial grounds, and Stone Age sites, to mention but a few. One provincial heritage site, the Dutch Reformed Church in Dordrecht, has been identified. Few comprehensive and accurate records exist for heritage resources in the area, which has limited mapping opportunities and spatial planning for this EMF.

In terms of palaeontology, the SAHRIS Palaeo-sensitivity map indicates that the area is underlain by Very High, Moderate, Insignificant/Zero and Unknown formations of fossil sensitivity.

There are several un-surveyed “hot spots” that require further assessment by a heritage practitioner, should the need arise. These areas may include heritage resources that are as yet unrecorded and should be noted. These areas include resources of the built environment in towns or farmsteads, Stone Age archaeological and rock art sites in mountainous regions and along water courses, Iron Age settlements in and surrounding villages, burial grounds and grave sites (as well as living heritage/sacred sites) near to villages, farmsteads and settlements, battlefield sites, monuments and memorials, and palaeontological resources.

It is therefore recommended that the municipality should use the current report as a baseline for future research within the area of jurisdiction.

Biodiversity/ Ecology

The study showed that Emalahleni Municipal area consists of approximately 77.4 percent natural area and 22.6 percent is comprised of transformed, developed or degraded areas. The terrestrial ecosystem of the area is characterised by one biome, namely the Grassland Biome and nine (9) vegetation units in which three (3) are identified as Endangered and four (4) are Vulnerable to threat. There are approximately 152 families of plant species. There are 46 plants of conservation importance and management; 6 of these recorded plants are considered VULNERABLE, 3 Plant species are THREATENED, 15 are NEAR THREATENED, 5 are ENDANGERED, 2 are RARE, 3 are CRITICALLY ENDANGERED and 12 plant species are DECLINING.

In terms of fauna, findings for species of special conservation and management concern recorded seven (7) amphibians families that occur and extend their distribution within the municipality; of the recorded species three (3) are considered ENDANGERED, two (2) CRITICAL ENDANGERED, one (1) VULNERABLE and the last one to be ENDEMIC within the study area. Furthermore, three (3) mammal species of concern were identified; they are recorded as one (1) ENDANGERED, one (1) VULNERABLE and the last one (1) NEAR THREATENED. Two reptile species were also found to occur and extend its distribution in the study area and of importance.

Due to time and financial constraints, birds were omitted from this survey.

The species of conservation importance have been noted to occur in the following areas: 23

Mountains, cliffs and hills that extend their range within the Municipality are habitats of endemic and important flora and fauna and serves as ecological corridor for biodiversity functioning. Forests, shrub areas and woodlands are important habitats for local fauna and flora species.

Rivers and natural functioning wetlands are habitats and keepers of flora and freshwater fauna. Riparian areas and floodplains are important for ecosystem functionality and species conservation.

There are no formally protected land surface areas, which is a concern in environmental perspective. While opportunities for protection and improved management still remain, socio-economic drivers such as agricultural expansion, the spread of alien invasive plants and deteriorating water quality will continue to erode the remaining environmental assets.

Geology

The various types of geology (which influences soil production) as well as risk types (hazards) in the Emalahleni LM were identified. The area is underlain by three main groups of sedimentary and volcanic rocks of the Karroo Super group. These three main groups are the Drakensberg, Stormberg and the Beaufort Group.

Geological hazards, such as seismic hazards (e.g. earthquakes), collapsible soils, heaving/shrinking soils, landslide risks and unstable slopes have also been assessed. The natural seismic intensity of the area can be described as an area that exhibits a 90% probability of a seismic activity not exceeding Class IV intensity (equivalent of an earthquake registering 5.5 to 6.1 on the Richter scale). However, there has been no earthquake exceeding 4.5 magnitude on the Richter scale that has been registered in the past 100 years in the Emalahleni.

The area has a low risk of collapsible soils, with the exception of transported sands that are potentially collapsible sands occurring in the north eastern portion of the municipality, near Indwe. Additionally, the area has no shifting sands, but has areas that exhibit a low risk of soil acidification in areas towards Queenstown and predominantly at Indwe towards Lubisi dam.

Swelling Clays

According to the geohazard atlas the occurrence and classification of swelling clays in the study area ranges from Very Low and Moderate to High.

Landslide Susceptibility 24

The majority of the study area exhibits very low susceptibility to landslide, with small localised portions in areas of steep slopes in the most north eastern portion of the area that exhibits a high to very high susceptibility.

Soil erosion

The area has very low to very high areas which are susceptible to soil erosion.

It should be noted that, despite the above information, fine scale site investigations are a primary requirement prior to development in the area due to the possibility of geological risks being present at the more detailed level.

Landscape Character

The study area landscape context is strongly associated with the Stormberg Mountains that form part of Amathole Landscape. With exception of the mountains, the area is relatively flat. The genius loci for the Emalahleni LM are based on the historical farms that constitute areas of visual uniqueness. Within the municipality there are areas of heritage and tourism interest which include the mountains, rock art, etc. The routes cut through the majestic midlands that highlight the mountains and hills that form the backdrop of the villages and towns within.

In terms of Zones of Visual Influence, the mountains and rivers are rated Medium while the middle parts of the municipality which are susceptible to transformation are rated low.

The visual significance for Emalahleni Local Municipality is rated medium without mitigation and very low with mitigation for all developmental phases. Intrusive developmental phases such as construction and operation phase visual impact would be high depending on the approach, structure height and exposure levels to receiving area. Without mitigation the visual significance for all phases of the proposed developments should be considered high whilst with mitigation the visual significance for construction and operation phases would be medium and low for decommissioning phase. Mitigation should entail the construction of a high screening berm around the proposed sites, dust control measures and the location of the laydown in places close to residential proximity.

Resource Economics

The study identified the five main natural assets found in the area of Emalahleni LM, These are; water agriculture, biodiversity, tourism, and mineral resources. Approximately 16 groups of beneficiaries of natural resources were identified in Emalahleni. These groups include; plant collectors, miners, rural and urban dwellers, students and academics, tourists, National and international biodiversity fanatics, farmers, astronomers, military personnel, etc.

In terms of economic value of the resources, various methods were used to put monetary values on the resources. The following values were put in the resources:

- **Agriculture:** Agriculture is dominated primarily by communal farming, with no clearly distinguishable formal markets. This resource also required complex valuation methods. It was resolved to sample grazing as a representative aspect with which to cost agriculture. The annual value of this service in Emalahleni is approximately R1.2 Billion.

- **Biodiversity:** These resources would require further studying to fully comprehend. Based on available information, the study could not with any degree of certainty allocate a value to it. It however remains a very important resource, from which many ecosystem services spring. It requires an empirical study, and a desktop study such as this one would not provide any true reflection of this resource.

- **Water:** Using a combination of methods, the study estimated that a theoretical value for water resource in the Emalahleni Local Municipality is at R735 Million per annum.

- **Tourism:** The difficulty with valuing this resource is that there no readily available statistics of tourist numbers in the municipality, and what they generally do when they are there. Using methods explained in the text, we put the economic value of tourism at R95 million per annum.

- **Mining:** The coal reserves in the municipality, which are yet to be exploited to capacity, are estimated to be worth R312 Billion. These figures are not real money in the bank. In most cases, these resources are not empirically valued as and of themselves, as mentioned above. The study relied mostly on using replacement values as costing methods.

SENSITIVE ENVIRONMENTAL ATTRIBUTES

Overview

During the status quo phase of the EMF spatial information was collected about the sensitive environmental attributes of the area. The status of these attributes gives an indication of the potential or suitability of an area for development, and whether a resource has the ability to absorb more change or impact. This section shows how the information was analysed to produce a composite site sensitivity plan of the study area. The purpose of this technical analysis was to confirm the opportunities and constraints of the area; and to identify areas which are important from a resource conservation perspective and which may need stringent development control.

The method to produce sensitivity was based on 'summing' physical and biological parameters that have a bearing on environmental sensitivity and it included:

- The identification of key data categories and features that should be evaluated: This involved consideration of elements that are 'sensitive' to development impact such as biodiversity priority areas, areas with high erosion potential, primary water production areas, rivers, streams and wetlands including appropriate buffers; high value agricultural land and heritage factors. Only good quality data was considered in this selection process.

- The evaluation of each feature in terms of current policies and best available science: This involved consideration of the status of each feature and weighting it in terms of sensitivity. Subjectivity was largely reduced by involving specialists in the assessment. The following ratings and values were used in this exercise:

Table 5: Sensitivity

Ratings Sensitivity	Description	Weighing
Neutral	The inherent feature status is unlikely to be influenced by change.	0
Low	The inherent feature status is susceptible to change but the risk of serious damage to ecological infrastructure or socio-cultural values is low.	1
Medium	The inherent feature status is susceptible to change and there is a risk of damage to ecological infrastructure or socio-cultural values.	2
High	The inherent feature status is highly susceptible to change. The risk of damage to ecological infrastructure or socio-cultural values is high. Feature protection is required to achieve specific policy objectives, or to safeguard benefits that people obtain from ecosystems.	3

- The integration of data layers: This involved a technical GIS exercise that integrated all the data layers into a single spatial data layer with the respective ratings and values combined into a single record for each spatial facet.
The results of the environmental sensitivity analysis and the spatial objectives for the area are presented below. There are six (6) environmental sensitivity zones or land use constraint zones.

Topographical Sensitivity

The character of the terrain drives functionality in the landscape and the ecosystems of the area. The disturbance of the natural landscape character must be avoided, minimised and/or remedied. Land that contains steep slopes are sensitive to change and present land use constraints. However, the steepness of the land is not the only indicator of sensitivity. Relatively permanent land characteristics such as slope gradient and length, soil erodibility and rainfall erosivity, determine the susceptibility of land to water erosion.

The steep terrain is the most sensitive to development impact because water erosion risk is very high. The conservation status of steep terrain indicates that the current vegetation cover and land use in these areas should be maintained or carefully managed in order to avoid land degradation.

Development in these areas is likely to cause unacceptable environmental impacts and should therefore be discouraged. Areas with a lower rating are also susceptible to water erosion. If the

vegetation cover and management practices of these areas are taken into account, it will indicate the area's erosion hazard. Development proposals in these areas must adhere to erosion control measures in order to protect the area's soil and prevent further land degradation.

Agricultural land resource sensitivity

Scarce non-renewable agricultural resources must be protected and used in a sustainable manner. Non-agricultural development activities in these areas are likely to impact negatively on the local food security objectives and will undermine sustainability objectives.

Biodiversity sensitivity

South Africa's biological diversity must be managed and conserved and the use of such resources must be sustainable. Land that contains important biodiversity assets is sensitive to development impact and therefore presents potential constraints to development.

The extent to which development control must be implemented depends on the status of the specific attributes of the area in question. For example some priority areas should remain in a natural state with limited to no biodiversity loss in order to contribute to national biodiversity goals, while others may accommodate some loss of biodiversity.

Hydrological sensitivity

South Africa's water resources must be protected, used, developed, conserved, managed and controlled in a sustainable and equitable manner. Land that contains important water resource assets presents constraints to development.

The area of Emalahleni has a range of sensitivity across the entire geographic area which means that it will be relatively easy to inflict damage to the area's water resource. The water resources in the study area are inherently sensitive to development impact and it will need stringent development control.

Socio-cultural sensitivity

Heritages resources of cultural significance or other special value for the present community and for future generations must be protected and managed as part of South Africa's national estate. Land that contains heritage features is therefore sensitive to development impact and may present land use constraints.

Features of socio-cultural sensitivity include features that are formally protected by provincial and national heritage legislation. It includes buildings/structures older than 60 years, archaeological and paleontological sites, battlefields and associated cemeteries, and provincial and heritage landmarks. While this EMF is unable to improve the heritage resources data, a risk averse and cautionary approach should be adopted in development. The areas of heritage value that were identified by the heritage specialist were broadly defined as "Potential heritage constraint areas".

Air shed sensitivity

The quality of the air in the study area must be protected and enhanced to secure an environment that is not harmful to the health and well-being of people, and air pollution and environmental degradation must be prevented.

Land use constraints may arise if there are excessive local emissions of pollutants and/or public health threats. The baseline information indicates that the current state of air quality in Emalahleni is of concern in areas along unsurfaced roads in both rural and urban areas, along all roads in general, around CBDs, landfills, quarries and other mining areas, and brick making facilities.

While this EMF is unable to improve the air quality data, a risk averse and cautionary approach should be adopted in development, and the next reiteration of the EMF should afford priority to the delineation of air quality zones.

Geographical areas

The environmental sensitivity zones provide the basis for identifying geographical areas in which specified activities may not commence without environmental authorisation, or in which specified activities may be excluded from environmental authorisation. In other words, the status of natural features is used to estimate suitability for development, and the EMF needs to offer guidance on how development should respond to the current status of environmental attributes. In this approach it is important to remember that:

- The sensitivity analysis does not explain how resources relate to and interact with each other but merely offers a snap-shot view of the intrinsic environmental attributes of the area. For example, it does not explain the interrelationship between biodiversity and hydrology, and the importance of maintaining ecological infrastructure for water production.
- The different environmental features are structural landscape elements. Although individual elements may be inherently sensitive to change, they are also interconnected and collectively form 'the environmental system' of the area. It is this network of elements that offer ecosystem goods and services to humans upon which they build their livelihoods. The material and energy flows in the landscape, and the relationship between pattern and function, should therefore not be neglected in impact assessment.

DESIRED STATE OF THE ENVIRONMENT FOR EMALAHLENI LOCAL MUNICIPALITY

The approach to defining a desired state for Emalahleni LM is based on the following:

- Management priorities;
- Sensitivity analysis;
- Development pressures and trends;
- Development opportunities and constraints; and
- Aspirations of Interested and Affected Parties.

In order for Emalahleni Local Municipality to achieve the desired environmental state the environmental features assessed by the specialist in the previous report (Status Quo: Volume 1) were used to achieve the following outputs as part of the EMF:-

Freshwater Ecosystems:-

The desired state is to enhance/maintain aquatic biodiversity. This could be achieved by means of integrated catchment management approach which includes the enhancement of water quality as well as in-stream and riparian habitats. The protection of aquatic biota by means of an integrated approach to the management and co-operative governance between municipalities is considered vital in order to achieve ecological and socio-economic sustainability of the aquatic resources.

Key opportunities that may contribute to achieving the desired state include:

- Implementation of the conservation plan for the Water Management Area within the municipality;
- Provision of support for the Dam Remediation Project and the subsequent Resource Management Plan that need to be compiled for the municipality;
- Ensure protection of aquatic biodiversity by means of co-operative governance with adjacent municipalities; and
- Provision of support for sustainable use of aquatic resources by managing and regulating activities around them.

Key threats to achieving the desired state include:

☐ Increased nutrient input into water resources (i.e. sewage and polluted water with pesticides), resulting in blooms of toxic cyanobacteria;

- Presences of alien invasive species that are water loving and displace natural and indigenous species along the banks transforming the riparian areas.
- Channel modifications and loss of connectivity of watercourses;
- Contamination of groundwater through commercial, agricultural and industrial activities;
- Deterioration of water quality in river systems due to rapid urbanisation;
- Loss of wetland areas, leading to a loss in ecological function and a subsequent increase in pollution, surface water runoff; and
- Increased periodicity of uncontrolled storm water which results to surface water run-off that lead to soil erosion and dislodge or weak infrastructure.

Water Quality

No catchment-specific water quality guidelines have been formulated or developed. Hence, the desired state for water resources within the municipality is for the water quality to comply with available South African water quality standards (SANS) and, when formulated, the Resource Quality Objectives of the identified management units.

Relevant standards will be dependent on the following:

- ☐ Water users in the region, including the aquatic ecosystem;
- ☐ Groundwater management guidelines;
- ☐ Water users license conditions; and
- ☐ National effluent standards.

Poor catchment management poses a significant number of risks to both human health and well-being as well as the functioning of ecological systems. Furthermore, understanding the resource availability, which takes into account the uses and users of the system, is critical.

Key opportunities that may contribute to achieving the desired state include:

- ☐ Determination of Resource Water Quality Objectives for the rivers within the municipality;

Key threats to achieving the desired state include:

- ☐ High turnover of experienced staff within the local authorities, such as DWA;
- ☐ Further exceedance in capacity and poor maintenance of infrastructure as well as increased surface water run-off have resulted in significant pollution to water resources;
- ☐ Contamination of groundwater through commercial, agricultural, industrial and informal settlement activities.

☐☐ Eutrophication spoils the aesthetic appearance of hydrological systems and negatively affects recreational activities and use of water for irrigation and has the potential for increasing the toxicity of the water resource;

- Loss of wetland resources and riparian areas due to uncontrolled and rapid urban expansion; and
- Canalisation of hydrological systems.

Air Quality

While no desired state could be provided due to the fact that the majority of the municipality is made up of rural areas and farms with dirt roads that often produce dust due to vehicle entrainment, it is however desirable that air quality within the municipality be monitored and regulated especially where

illegal activities are concern. In addition, the legal developments need to comply with the National Environmental Management: Air Quality Act which is the legislation that regulates air quality and pollution.

Agriculture

The desired state for agricultural resources is to maintain the agricultural productivity of land within the study area. Agricultural resources need to be used in such a way as to meet economic, social and ecological needs.

Key opportunities that may contribute to achieving the desired state include:

- ☐ Agriculture is one of the most prominent economic contributors, with an estimated 33% of the land dedicated to agricultural activities;
- ☐ Large areas within the municipality have been classified as high potential agricultural land. However, access to irrigation water is limited;
- ☐ Available funding programs designed specifically to establish sustainable agricultural enterprises can assist resource-poor farmers;
- ☐ The land care program can assist with weed control and invader plant management; and
- ☐ Market accessibility is an important determinant in the selection of agricultural branches.

Key threats to achieving the desired state include:

- ☐ insufficient water resources to meet local requirements and agricultural expansion;
- ☐ Lack of agricultural experience amongst resource-poor farmers often results in land degradation through use of incorrect farming practices;
- ☐ Limited/ lack of production capital, especially in resource-poor farmers;

- ☐☐ Resistance from farmers to adapt more conservation farming practices; and
 - Extremely high summer temperatures and frost in winter (in some areas) contribute to the stressful conditions for plant growth.

Heritage

The desired state for heritage resources for the study area is to ensure the preservation and sustainable use of heritage sites and areas. A management plan would be required that would address the preservation and sustainable use of heritage sites and areas representative of all facets of the past in the ELM.

Key opportunities that may contribute to achieving the desired state include:

- ☐ The National Heritage Resources Agency (NHRA) makes provision for sites and features that have been placed on various registers.
- ☐ The NHRA also makes provision for the execution of heritage impact assessments for developments of a particular nature;
- ☐ Tourism related activities provide an economic incentive to preserve heritage sites; and
- ☐ Proposed buffer zone provides a degree of management to prevent destruction of heritage sites.

Key threats to achieving the desired state include:

- ☐ Considerable degradation, especially of living heritage resources, takes place during various forms of development, largely due to ignorance or inadequate documentation;
- ☐ Many cultural heritage resources, including many buildings of historical significance, have been negatively affected, or even destroyed by rapid urban and agricultural expansion;

- Knowledge of cultural heritage resources and traditions are being lost due to the fact that this information is not being passed down from one generation to the next, as well as the adoption of the more westernised culture;
- Heritage resources, which are exposed to tourism activities, are often damaged, due to a lack of appropriate management measures being in place;
- Due to a lack of awareness, cultural objects are often removed from archaeological sites;
- Natural events and processes such as desertification, soil erosion, weathering and flooding negatively impact on heritage resources; and

□□ Tourism related activities provide an economic incentive to safeguard and restore heritage sites. However, the associated development may have a negative impact on the aesthetic quality of the site concerned.

Biodiversity/Ecology

The desired state for ecology is to protect the remaining natural habitats from development. These areas should be seen as restricting development and be set aside for conservation and research. Therefore, any developments within the ecological constraint zone are not to compromise the non-renewable natural resources. A relatively small area of the municipality has been committed to conservation, while other more economically profitable industries dominate the landscape. The remainder of the natural open areas within the municipality must be managed so as to ensure their continued existence. The ecological constraint zone comprises of ecologically sensitive habitats that are home to Red Data faunal and floral species and consist of functional and connected ecosystems that must be protected from development pressures.

Key opportunities that may contribute to achieving the desired state include:

- Sensitive flora and fauna species have been identified in this study, and their habitats have been described. This information can therefore be used to inform planning and development of protected areas within the area;
- The presence of various reserves, rivers, riparian areas and topographic features such as mountains provide an opportunity to protect ecosystems, to maintain connectivity and offset the threats of fragmentation of habitats. These areas also contribute to the Province's biodiversity targets and serve to enhance the tourism potential in the area;
- Set buffer zone will not only provide a degree of protection for the site of heritage importance but will provide management guidelines for development within the buffer zone.
- The Eastern Cape Department of Economic Development, Environment, Conservation and Tourism is a key stakeholder in the process; and
- The existence of the EMF, the Strategic Environmental Assessment (SEA) and the Eastern Cape Biodiversity Conservation Plan (ECBCP) all of which may contribute to the protection of the sensitive environments within the ELM.

Key threats to achieving the desired state include:

- A lack of monitoring and evaluation, which leaves areas of high conservation importance open to further bush encroachment and landscape degradation;
- Increased pressure to find suitable land to accommodate urban growth and expansion in the mining areas, the industrial areas and the scenic landscapes;
 - Harvesting and over harvesting of natural resources, including flora for medicinal and domestic use;
 - Lack of adequate land management where agricultural practises are concerned, such as commercial, subsistence and game farming;

- Expansion of mining and industrial related processes resulting in destruction of ridges/mountains and other sensitive environmental features.
- There is a general lack of or failure to implement rehabilitation plans or measures;
- Increased dumping of construction rubble and land transformation associated with development;
- Biodiversity loss and vegetation destruction resulting in desertification;
- Loss of wetlands and degradation of freshwater systems; and
- Developments and agricultural activities infringe on rivers or dams, jeopardising riparian and vegetation.

Geology

While no desired state could be provided due to the fact that underlying geology cannot be changed, cognizance of the underlying geology should be taken when planning development within the area, and appropriate engineering solutions must be used where the underlying geology is deemed unsuitable for development. In the majority of cases, water is the triggering mechanism for instability. Therefore, the concentrated ingress of water into the ground must be avoided at all times.

Landscape Characteristic and Genus Loci

The desired state is to allow for informed development and planning, through safeguarding valued characteristics of the landscape and leading to the improvement of the character of the landscape. This would result in a basis for visual resource management to provide guidelines for development that retains the character of the landscape. A landscape condition assessment is made by considering the current state or intactness of landscape features, elements and characteristics and how these combine to form an impression of the overall landscape condition. The general landscape condition of the study area translates into a high to low category.

Key opportunities that may contribute to achieving the desired state include:

- ☐ Scenic and heritage value of the ELM.

Key threats to achieving the desired state include:

- ☐ Expansion of cultivated fields and poor management of agricultural activities;
- ☐ Expansion of livestock and game ranching and poor grazing landscape management;
- ☐ Unregulated land subdivision and land use;
- ☐ Mining and Improper mine closure leading to further landscape degradation; and
- ☐ Expansion of developments and mining jeopardises landscape character.

Resource Economics

The desired state for socio-economic development is to promote the provision of an efficient land use pattern that is conducive to business activity and attractive for new business opportunities, particularly those that offer opportunities for sustainable business activities. Each of the environmental zoning categories for the municipality holds implications for the type and extent of economic activity that can be accommodated. Although the potential for all types of economic activity might be suitable to the area, the environmental parameters of certain areas will place constraints on the economic potential.

Key opportunities that may contribute to achieving the desired state include:

- ☐ A key focus is to reduce the number of people whose income is less than R15.00 a day by the year 2025 by half in order to eradicate extreme poverty and hunger;
- ☐ Potential for job creation through partnering with government organisations, such as DWS, in order to establish a programme to eradicate alien invasive species, encourage food gardening as well as ecotourism; and

□ The Department of Rural Development and Agrarian Reform is in the process of implementing the Land Redistribution for Agricultural Development sub-program as part of the land reform process. This consists of agricultural and non-agricultural development to make land available to people for agricultural purposes and non-agricultural enterprises.

Key threats to achieving the desired state include:

- The inadequate availability of water, electricity, insufficient infrastructure and services;
- A gap between economic and demographic growth, resulting in increasing unemployment due to insufficient investment in economic development and job creation in the area;
- The influx of people seeking employment exceeds the municipality's ability to provide services;
- Market driven developments threatening the rural character and environmental biodiversity (including the tourism potential of the area);
- Increasing informal settlements with no proper access to services as well as housing backlog;
- Poor levels of education limit the availability of skilled labour;
- Absence of vital health services and education;
- Unacceptable social behaviour, such as alcohol and drug abuse; and
- Social conflict between local and migrant workers, especially with reference to the access of basic services.

Infrastructure

The desired state for infrastructure is to ensure that all developments have adequate service provision of an acceptable standard. Infrastructure refers to the provision of electricity, roads, sewer, potable water and storm water management.

Key opportunities that may contribute to achieving the desired state include:

- The electrification program is extending electricity coverage within the households of the municipality;
- ELM should formulate a strategic sanitation plan, which quantifies the backlog and investigates numerous sanitation technology alternatives;
- Pipes in the study area are generally in good condition, however, there should be a program to identify and replace ageing and damaged sections of the pipeline network; and
- Sewerage treatment works are in the process of, or have recently been, upgraded to deal with current demand.

Key threats to achieving the desired state include:

- Dispersed nature of settlements;
- Settlements established on private land hinders the role out of service provision;
- Over time, maintenance of the existing infrastructure (water, sewer, storm water and waste water treatment) has not been carried out on a regular basis, and sections of the network are starting to deteriorate;
- □ The rate of development in the medium to higher income housing market also contributes to the pressures on the existing networks; and
- Finance from National Government for maintenance programs and installation of new infrastructure is very limited. This has contributed to the poor state of the existing infrastructure.

Town Planning and Development

The desired state is to achieve integrated sustainable settlements where people can live, work, shop and relax.

Key opportunities that may contribute to achieving the desired state include:

- ☐ An established mining sector within the ELM to provide employment opportunities;
- ☐ Areas around the dams have tremendous value for future tourism development and thereby can be positive contributors to the economy, provided that they are conserved; and
- ☐ A Comprehensive Plan for the Development of Sustainable Human Settlement policy document needs to be formulated to guide sustainable development.

Key threats to achieving the desired state include:

- ☐ The National, Provincial and Local Government focus on low cost housing will place additional pressure onto the existing networks;
- ☐ Public transport is a challenge to develop well because of the disconnected population density concentrations;
- ☐ Many of the roads within the ELM do not have a direct connection with strategic development areas and therefore do not contribute to the integration of the area; and
- ☐ The dispersed nature of rural settlements hampers

12.17 Summary: Tourism Plan

Background

Emalahleni Local Municipality is one of the six local municipalities within Chris Hani District Municipality is located in the north-eastern part of the Eastern Cape Province, with total area of 3,840 km (2) that include more than 200 rural villages and comprises seventeen wards. The area is named Emalahleni, meaning 'area with coal', due to availability of coal within the area.

The Municipality has three main towns, Lady Frere, Dordrecht and Indwe, with the seat of the Municipality at Lady Frere. Lady Frere is the area that boasts with its magnificent cultural heritage and scenery of all times. Dordrecht is a small beautiful, quiet and simple town that is on the R359, located 70 km north of Queenstown towards Indwe. The town entrance is safe guarded by local brick manufacturers that are making use of the available resources in the area, clay and coal.

Emalahleni is not situated in any national tourism route, it does however have some natural scenic attraction. It is the town that is towered by its great, beautiful heritage buildings and surrounds that area an asset to the tourism industry. Indwe is 37 km East of Dordrecht, small coal mines town surrounded by amazing trails of Drakensburg Mountains.

The town boasts with the growing tradition of coal mining that has been happening since the closure of the organised mines. The coal has opened growth in the manufacturing of red bricks due to the availability of coal. Individuals and scholars are invited to come and see the meaning of entrepreneurship; investors are welcome for further development.

Tourism product elements that are of specific relevance to the Emalahleni area, namely nature-based and heritage tourism product elements. The main reasons for visiting South Africa are wildlife, scenic beauty, warm hospitality, business

opportunities, culture and history. Emalahleni has the resources to provide such reasons for visiting the area but these needs to be developed and marketed. The tourist attractions in the Emalahleni Local Municipality have been analysed according to these categories: natural, built, cultural and social attractions.

The Emalahleni tourism product focuses predominantly on nature-based and heritage tourism activities, events and attractions. This product reflects and showcases the strengths of the area, including the unique character, tranquility, untouched natural environment, the fly-fishing resources and facilities, and the cultural heritage such as rock arts, traditional art & crafts, the nature of the towns and farm stays.

1.1 Tourism vision

An agreed tourism vision for the Emalahleni Local Municipality was developed through a workshop process with the Tourism Steering Committee, and public meetings held in Lady Frere as per Tourism Sector Plan. The agreed tourism vision for the Emalahleni Local

Municipality has been defined as:

"To be the preferred destination for farm stays, nature-based and heritage responsible tourism experiences in the Eastern Cape province for the benefit of all"

1.2 Tourism Mission statement

An agreed tourism mission for the Emalahleni Local Municipality was developed through a workshop process with the Tourism Steering Committee, public meetings held in Lady Frere. The agreed tourism mission for the Emalahleni Municipality (L TO) has been defined as:

- "Develop the Emalahleni tourism industry by:
- Encouraging and assisting the stakeholders and product owners to work together;
- Promoting the development of tourism into a lead sector contributing significantly to local economic development "

1.3 Objectives

- To establish potential and grow sector contribution to Gross Domestic Product (GDP).
- Conserve and preserve the environment through tourism by ensuring effective land use planning and environmental management.

- Maximise the tourism economic benefits of tourism through addressing the high rate of unemployment.
- To ensure maintenance and preservation of heritage.
- Improve the local standard of living
- Develop a sense of entrepreneurship to take advantage of SMME opportunities in tourism.
- Improve the local community facilities
- To improve the infrastructure to support tourism, but which also benefits local residents.
- Develop new and improved retail, recreation and cultural facilities.
- Improve the overall quality of the environment, to provide the attractive, clean and unpolluted environment preferred by tourists.
- Improve conservation of local heritage and resources.
- Improve environmental awareness in local community
- Improve the sense of cultural identity, reinforced by observing tourists enjoying the local culture and heritage.
- Building the capacity of the Emalahleni Local Tourism Organisations
- Encouraging greater co-operation and joint effort in the area
- Increasing the level of tourism education and awareness in the area
- Increasing the level of SMME in the tourism industry
- Improve access to the area
- Improving the level of safety and security in the area
- Developing accommodation, cultural tourism and agri-tourism products in the area
- Improving the level of basic service in the area
- Strengthening the planning framework of the area
- Attracting tourism infrastructure investment
- Developing effective strategic partnerships

1.4 Situational Analysis

The following strengths, weaknesses, opportunities and threats have been identified:

1.4.1 Strengths

- Convenient stop-over between inland towns.
- Accessible from Port Elizabeth, Grahamstown and East London: captive

markets for domestic and foreign tourists.

- Relatively good quality of R56 and R392
- R56 route- Western Cape to Middelburg, Steynsburg, Dordrecht and Maclear, and on to KwaZulu-Natal.
- Link to the Friendly N6 Route.
- Possible link to the Maluti Route (KZN/ Free State/ Eastern Cape)
- Potential inclusion in the National Khoisan route.
- Potential for fly-fishing route.
- Tranquillity, remoteness, un-touched natural experiences
- Natural rural agrarian environment
- Complementarity of the products between the areas: lady Frere, Dordrecht and Indwe
- Fossil and Rock Art
- Dams
- Tourism facilities and accommodation at the public dams in Indwe, Dordrecht, and Xonxa Dam.
- Art and Craft Centre in Lady Frere
- Xonxa Aqua-Culture at Xonxa Village near Xonxa Dam in the west of Lady Frere.
- Craft and Bead work throughout lady Frere villages and Indwe Township
- Kloof Conservancy in Dordrecht
- Indwe Resort at Indwe
- St Marks Mission on White Kei
- Machubeni Coal Mine near Indwe
- Glen Grey Falls near lady Frere
- The Kloof near Dordrecht
- Cacadu River at Lady Frere
- Churches in Lady Frere
- Anderson Museum at Dordrecht
- Victorian Buildings at Dordrecht
- Methodist Church at Dordrecht
- Doorn River Dam at Indwe

1.4.2 Weaknesses

- Difficult to market, since there is no critical mass of attractions

- Lack of cohesion in the tourism product
- Relative distances between towns/ attractions and accessibility between main towns of Lady Frere, Indwe and Dordrecht
- Quality of road infrastructure- R396
- Low cooperative marketing and promotion of the area
- Lack of awareness in the community about what tourism means to the community
- Entrance to towns- visual appearance
- Tourism product signage
- Poor service in satisfying the tourists needs.
- Lack of ability to attract potential investors
- Lack of access to market

1.4.3 Opportunities

- Develop a range of attractions to provide a varied tourism experience
- Greater promotion and improved facilities of the Emalahleni Municipal area
- Greater marketing of the towns within the region- unique charm and history
- Coordinated marketing of the area through a brand strategy
- Develop tourism cluster destinations to encourage longer length of stay by target niche markets
- Develop unique community-based products
- Improve cooperation and coordination between product owners
- Develop the potential for Agri-tourism farm stays

1.4.4 Threats

- Seasonality and maintaining sustainable occupancy levels
- Overdevelopment of nature-based tourism attractions and negative impact on the natural environment
- Global warming and climate change
- Crime targeting tourists
- Eastern Cape Parks and Tourism Agency focuses more on coastal towns- they do not provide information on the inland areas to tourists

1.5 Fundamental principles

These are the principles that are of importance that should be followed by the destination for tourism to be developed in a

sustainable manner:

- Tourism should be market driven.
- Effective community involvement should form the basis of tourism growth.
- The role of each stakeholder (public sector, private sector and local community) in developing tourism has to be clear.

- The type of tourism that should be developed is responsible tourism that will be environmental friendly, benefits the locals and respect the local culture.
- The destination mix should be matched with different tourism markets according to the various product offering.
- The next principles are according to Tourism White Paper (1996), tourism should be private sector driven.
- Government must provide the enabling framework for the industry to flourish
- Tourism development is dependent on and the establishment of cooperation and close partnerships among key stakeholders.
- Tourism will be used as a tool for the empowerment of previous neglected communities.
- Tourism development will support the economic, social and environmental goals and policies of the government.

1.6 Relevant Departments in the Eastern Cape are:

- The Department of Economic Development and Environmental Affairs and Tourism (DEDEAT)
- The Department of Cooperative Government and Traditional Affairs (COGTA)
- The Department of Sport, Recreation, Art and Culture (DSRAC)
- Department of Roads and Transport (DRT)
- Department of Safety and Liaison (DS&I)
- Department of Education

1.7 Key Entities with a current or potential impact on tourism in the province are:

- Eastern Cape Parks and Tourism Agencies (ECPTA)
- Eastern Cape Development Corporation (ECDC)
- Eastern Cape Gambling and Betting Board (ECGBB)
- Eastern Cape Liquor Board (ECIB)
- Eastern Cape Socio- Economic Consultative (ECSECC)
- The Eastern Cape Provincial Arts and Culture Council (ECPACC)

1.8 National Departments, Entities and institutions relevant to tourism development in the province are:

- Department of Economic Development, Environmental Affairs and Tourism (DEDEAT)
- South African Tourism (SAT)

- Crafters
- Cultural, Art, Tourism, Hospitality, and Sport Sector Education and training Association (CATHSSETA)
- Tourism Empowerment Council of South Africa (TECSA)
- Tourism Grading Council of South Africa (TGCSA)
- Tourism Enterprise Partnership (TEP)
- Small Enterprise Development Agency (SEDA)

1.9 Stakeholders

Public sector:

- Emalahleni Local Municipality- (Local Tourism organisation)
- Chris Hani District Municipality- (District Tourism organisation)

Private sector

- Travel agents
- Accommodation
- Restaurants

Local communities

- Local steering committees

2. What have we got?

The inventory list will be done in order to identify what the destination have, what it does not have with the view to identify what can be developed as well the type of tourists that can be attracted to the destination.

- Principal Attractions- attractions that have the pulling power to influence the tourists buying decision.
- Supporting Attractions- attractions that compliment the primary attractions.

•Site Name	Significance	Location	Conservation Status	Management
Art Centre	Arts and Craft Centre	Lady Frere	Art and craft work from local Crafters are sold here	Crafters and Municipality
B & Bs	Accommodation	Lady Frere, Dordrecht & Indwe	Maintained by their owners	Privately owned
Glen Grey Water Falls	A beautiful natural site	Lady Frere(Dubeni)	Potential of rock climbing	Municipality
The Kloof Conservancy	Natural site with some unique flora, dam and built chalets	Dordrecht	Degraded due to plundering for firewood and the dam broke because of heavy rains	Municipality
Cacadu River	Links most wards	Lady Frere	No plans	Municipality
Churches	Two examples of 19 th Century churches	Lady Frere	Well looked after	Church
Victoria Building	Architectural example	Dordrecht	Building properly maintained	Municipality/Private
Burgher Statue	Historical	Dordrecht	The statue is still in existence	Privately Managed
San Rock Art	Ancient Art	Dordrecht/Lady Frere	Properly maintained	Private
Methodist Church	Architectural example	Dordrecht	Properly maintained	Church

Doring river Dam	Leisure area	Indwe	Could be utilized as a picnic area	DWAF
Xonxa Dam	Source of water for Emalahleni, Lukhanji and Ntsika Yethu local Municipalities	Lady Frere	Water Source and Leisure area	Municipality

Purpose

2 Tourist focus- good service is about satisfying customer needs, so creating tourist satisfaction should be the priority of Emalahleni to achieving destination goals and objectives; the tourists must be placed at the centre of the activity.

- 3 Quality- the Emalahleni area has to offer quality service to tourists so as to satisfy their needs.
- Authenticity- the Emalahleni area has to identify those social, cultural, economic and physical features that can help to create the special character of the area. It is important that each destination is able to have a competitive edge over its competitors, so maintaining authenticity can provide the basis for Emalahleni area to develop unique identity for the destination in line with global trends.
 - Innovation- Tourist expectations rise and competitors improve, so that the destination that stands still is liable to lose, this means for the destination to maintain its competitiveness it must continuously improve its product.
 - Integration- the owners, managers and employees of the different tourism components must recognise their interdependence with one another and co-operate to offer a seamless tourism experience to the visitors.

8. Recommendations

- There should be an information centre where locals as well as tourists can access the information about what they can see at Emalahleni area.
- The municipality, businesses and locals at Emalahleni should be encouraged to attend tourism events such as Tourism Indaba in Durban or Tourism Exhibition where they can get the exposure and learn about the developments of tourism.
- Form tourism organisation at Emalahleni area (Local Tourism Organisation)
- Employee tourism officer to look at developing tourism in the area
- Increase tourism budget, since the implementation of tourism plans require funds.
- More home affairs are needed in towns like Indwe and Dordrecht so that tourists are able to access the department with regard to travelling documents should there be a need.
- There is a need for the development of more man-made attractions to complement the natural and cultural attractions
- There should be more resorts that are developed or revamped and be up and running for the accommodation of tourists at the destination as Maslow (1954) indicates that shelter and foods are considered by tourists before visiting any destination so as to satisfy their basic and security needs.

- There is a lack of fast food outlets in the area as the result tourists might visit the area and end up quickly leaving the area to neighbouring towns like Queenstown, therefore there is a need to encourage youth to venture into businesses opportunities that are presented by tourism.
- The accommodation grading board should come into part in ensuring the standard of B&Bs in the area.
- Every business should be encouraged to keep the record of who visits their business, the purpose is to know what type of tourists visits Emalahleni area, why are they visiting, how long they stay and what are their needs.
- There is a need to invest in technological infrastructure.
- There is a need for travel agencies and tour operators in the area.
- The streets should be kept clean at all times for them to remain attractive.
- There should be more signage which informs visitors of where they are, advice they are entering the town and welcome them as well as consistently convey the brand image of the town and/ or area.
- The area needs to host more or have an annual event that will draw tourists to the area and benefit the tourism of the area as well as expose the area.
- Attraction of potential investors

	Valentines B&B	Dordrecht	045 943 1550/ 0823509664
	Pine Grove	Dordrecht	045 952 9055/ 0827793893
	Jonashoek Farm	Dordrecht	045 952 9035/ 0827642921
	Gelegefontein	Dordrecht	
	Bradgate Farm B&B	Dordrecht	045941 1014/ 0828707400
	Highland Lodge	Dordrecht	045 941 1001/ 082 5758261
	Stormberg Lodge	Indwe	045941 1001/

			0825758261
	Kokwenu B&B	Lady Frere	047 878 0104/ 0823588562
	Indwe Resort	Indwe	045 952 1008/ 0834553714
	Washington	Indwe	
	Dalisizwe B&B and Caterers & General	Lady Frere	047 878 0309/ 0763670183
	Hollywood Guest House	Lady Frere	047 878 0150/ 0835864811
	Abathembu Cultural Calabash B&B	Hala No. 2 in Lady Frere	

3. Who do we want (Our target market)?

Selecting tourists

The inventory list will lead to the identification of the type of tourists that can be attracted by the destination.

The target markets for tourism in the Emalahleni area have been investigated and defined as:

- All South Africans who take their annual holidays within the Republic or who travel across the borders but maybe persuaded to "holiday at home"
- Overseas tourists who are independent travelers

According to Kyle Business Projects (2008) within these broad primary target markets the following specific markets were identified for consideration in media selection:

- The black South African market (especially the emerging black tourist market)
- Travelers particularly interested in "outdoor" and "adventure" vacations
- Travelers interested in cultural and heritage tourism experiences

According to Kyle Business Projects (2008) the top 5 niche markets which were identified are:

- Eco-tourism
- Agriculture / Farm stays
- Adventure tourism
- Cultural tourism

- Historical tourism

The potential market segments for the Emalahleni area have been identified and ranked according to importance, the top 4

market segments for the Emalahleni are:

- The family market
- The farm stay market
- The foreign independent travel market
- The domestic independent travel market

4. How do we get them?

Preparing development plan: The tourism strategy process

The process of development plan involves the following stages:

Stage 1- Identifying Opportunities and Constraints

Opportunities

Executive Insights (2010) citing Industry Policy Action Plan indicates that over the past two decades, South African Tourism Sector has emerged as a fast growing with the following impacts or opportunities that can be presented by tourism at

Emalahleni:

- Job creation
- Driver both domestic consumer spending and foreign exchange earnings
- Low barrier entry for entrepreneurs
- Diversify the Emalahleni economy
- Conservation of natural resources
- Preservation of cultural resources
- Infrastructural development for the accessibility of tourism attractions, but the same infrastructure will be used by locals

Marketing strategies

The overall marketing strategies combine a number of activities and marketing actions. These include an above-the-line media campaign and below-the-line promotions such the Indaba travel trade show. Educational tours and familiarization trips are arranged in conjunction with the Eastern Cape Parks and Tourism Agency.

The marketing tools that will be used include the direct marketing via the email, telephone, or fax to potential customers. E-Marketing will also be the tool that will be used where the Emalahleni tourism website will be created so that tourists are

able to access the information about the area by themselves. The social networks and word of mouth will also be vital in marketing the Emalahleni area as the place to be.

Key elements of the marketing mix have been ranked for the Emalahleni area, the most important is the following:

Above-the-line advertising:

- Internet
- Consumer magazines

Marketing tools:

- Visitor maps
- Visitor guide
- Catalogue

Consumer magazines:

- Go
- Getaways
- Country life

Consumer shows:

- Getaway show (Johannesburg)
- Getaway show (Cape Town)

Newspapers:

- Eastern Cape Today
- Isolezwe
- Rep
- Eastern Cape Province Herald
- Daily Dispatch
- Weekend post

Travel trade market:

- Indaba travel market (Durban)

Trade Magazines:

- Travel news now

Radio:

- Vukani FM
- Lukhanji FM
- Mhlobo Wenene FM

Road shows / workshops:

- Durban
- Johannesburg
- Bloemfontein

Partnerships

- South African Tourism
- Eastern Cape Parks and Tourism Agency
- District Tourism Organisations (DTOs)
- Local Tourism Organisations (LTOs)
- Tour operator
- DEDEAT

CHAPTER 13: PROJECTS FROM SECTOR DEPARTMENTS

CHRIS HANI DISTRICT MUNICIPALITY

EMALAHLENI - MIG

	2019/20	STATUS/PROGRESS	WARD NUMBER	VILLAGES TO BE SERVED
Cluster 1 Waterbacklog (Wards 7,8,10,13,14)				
Water Backlog CHDM Cluster 1 Mhlanga Water Supply	R 6,600,000.00	construction	ward 14 & 16	Tafile / Siphongweni, Nxomfu, Chancele, Zwelitsha, Lapesini, Kalfontein, Qaqeni, Nxomfu, Nyoka, Spirito, Galax, Bongweni / Mgwalamana. Total of 1443 HH
Water Backlog CHDM Cluster 1 Mhlanga and Mgwalamana Bulk Water Supply	R 11,600,000.00	adjudication	ward 14 & 16	Tafile / Siphongweni, Nxomfu, Chancele, Zwelitsha, Lapesini, Kalfontein, Qaqeni, Nxomfu, Nyoka, Spirito, Galax, Bongweni / Mgwalamana. Total of 1443 HH
Cluster 2 Water Backlog (Wards 1,2,4&6)				
Cluster 2 water Backlog Gqebenya farms	R 10,400,000.00	planning	Ward 6	Eluxeni, Maqolombeni, Ndenxe, eMahlathini & Small Farm
Cluster 2 water Backlog Xonxa water treatment works	R 1,000,000.00	planning	Ward 1,5,6	Bulk supply to village reticulation

Upgrading of Wastewater Treatment Works - Phase 2B:	R 1,000,000.00	planning	ward 11 and 14	Ward 11: Harry Gwala, Zwelethemba, Muniksville, Upper Thembisa Ward 14: Lower Thembisa, Bhongweni, Nxomfu, Zola, Dordrecht Town
Upgrading of Bulk Sewer and Reticulation -Phase 2 C:	R 1,000,000.00	planning	ward 11 and 14	Ward 11: Harry Gwala, Zwelethemba, Muniksville, tsyoksville sinahko Ward 14: Dordrecht Town
Upgrading of Water Treatment Works - Phase 3	R 6,400,000.00	planning	ward 11 and 14	Ward 11: Harry Gwala, Zwelethemba, Muniksville, Upper Thembisa Ward 14: Lower Thembisa, Bhongweni, Nxomfu, Zola, Dordrecht Town
Upgrading of Bulk Water Supply -Phase 4:	R 6,617,000.00	adjudication	11,14	Ward 11: Harry Gwala, Zwelethemba, Muniksville, Upper Thembisa Ward 14: Lower Thembisa, Bhongweni, Nxomfu, Zola, Dordrecht Town
TOTAL: EMALAHLENI LM	R 44,617,000.00			

EMALAHLENI - WSIG

EMALAHLENI	Project name	19/20	STATUS/PROGRESS	WARD NUMBER	VILLAGES TO BE SERVED
	Cluster 2 Water Backlog				
	Cluster 2 Water backlog Project - Regional Scheme 3: Luthuthu Water Supply	R 3,000,000.00	planning	2	Luthuthu
	Cluster 2 Water backlog Project - Regional Scheme 3: Phase 1C	R 3,000,000.00	planning	2	Maqhokqweni, Kuliweni, Valelo, Maqashu, Dongweni
	Cluster 2 Water backlog Project - Regional Scheme 3: Phase 1D	R 3,000,000.00	planning	2	Mhlonyaneni – Sitshosonke, Elixeni Mzamomhle, Leni,
	Refurbishment of Dordrecht	R 5,500,000.00	planning and construction	Ward 11 & 14	Ward 11: Harry Gwala, Zwelethemba, Muniksville, Upper Thembisa Ward 14: Lower Thembisa, Bhongweni, Nxomfu, Zola, Dordrecht Town

DEPARTMENT OF HUMAN SETTLEMENTS

ELM ANNUAL TARGETS FOR 2019/2020 FY (03RD DRAFT B.PLAN)		9
		
KEY PERFORMANCE INDICATOR	ANNUAL TARGET 2019/2020	
UNITS	126	
SERVICES (PARTIAL & FULL)	0	
RECTIFICATION	50	
BUDGET	R 27,421,070.00	

ELM ANNUAL TARGETS FOR 2018/2019FY VS ACHIEVEMENTS			8
			
KEY PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	UPDATE AS AT END JAN 2019	
UNITS	24	102	
SERVICES (PARTIAL & FULL)	24	108	
RECTIFICATION	50	11	
BUDGET	R 12 376 865.00	R 12,306 058.00 m	

EMALAHLENI CURRENT PROJECTS

10



- ZWARTWATER- 1000
- MAVUYA-462
- SINAKHO ZWELETHEMBA-289
- DODRECHT -2000
- LADY FRERE -715
- INDWE-513
- INDWE WES GATE-160
- CACADU EXTENSION 3&4 Mixed Dev-800
- DORDRECHT(Mixed Dev))-800
- INDWE-800



PROGRESS REPORT Current Projects

11



PROJECT NAME	PROJECT BUDGET		PROJECT DELIVERABLES		START & COMPLETION	CHALLENGES AND OUTSTANDING ISSUES
	BUDGET	EXPENDITURE	PROJECT SCOPE	UNITS COMPLETED		
PROJECTS						
Zwartwater 1000	R 146, 779,261.00	R 48, 456,432.40	1000 houses with VIP toilets	Slabs-526 Wallp-391 Roofs-272 Compl-258	Start- Aug 2016 Comp- 31 Dec 2019	Contractor is on site.
Mavuya 462	R 39,465,795.60	R 524,074.90	462 houses	Slabs-10 Wallp-0 Roofs-0 Compl-0	Start-10 May 2018 Comp-11 April 2021	Contractor is on site.



PROGRESS REPORT Current Projects

12



PROJECT NAME	PROJECT BUDGET		PROJECT DELIVERABLES		START & COMPLETION	CHALLENGES AND OUTSTANDING ISSUES
	BUDGET	EXPENDITURE	PROJECT SCOPE	UNITS COMPLETED		
PROJECT AT PROCUREMENT						
SINAKHO ZWELETHEMBA 289	R3 0,947,453.74	R 195,859.64	289	Not Started	Not yet appointed	Turnkey contractor appointed for phase 1-(150 units) within current commitments due to budgetary constraints. Currently busy with contracting.



PROGRESS REPORT Current Projects

13



PROJECT NAME	PROJECT BUDGET		PROJECT DELIVERABLES		START & COMPLETION	CHALLENGES AND OUTSTANDING ISSUES
	BUDGET	EXPENDITURE	PROJECT SCOPE	UNITS COMPLETED		
RECTIFICATION PROJECTS						
Lady Frere 715	R 48,495,000.00	R1 882,122.22	Rectification of 715 units	Slabs-17 Wallp1-17 Roofs-14 Compl-14	12 Aug 2015 Expected completion date- 31 March 2019	Construction site operations has since been dormant. Furthermore contractor has ceded the works to capable contractor and is currently working on site
Dordrecht 2000(689) units	R 259,167,920,00	R 75,863,337.70	Rectification of 2000 units	Slabs-636 Wallp-625 Roofs-601 Compl-601	Start - July 2014 Comp-March 2019	Contractors is on site. Project reduced to 689 units due to untraceable beneficiaries, Altered houses & National directives to discontinue rectification.



Future PROjects

15



PROJECT NAME	PROJECT BUDGET		PROJECT DELIVERABLES		START & COMPLETION	CHALLENGES AND OUTSTANDING ISSUES
	BUDGET	EXPENDITURE	PROJECT SCOPE	UNITS COMPLETED		
FUTURE /NEW PROJECTS FOR FEASIBILITY STUDIES TO BE UNDERTAKEN						
CACADU Ext 3&4 Mixed Dev.800 Units	R	R 0	800	Not started	Not yet appointed	No formal application with Beneficiary lists and council resolutions received yet from Municipality. Projects do not have bulk infrastructure and will be on hold till plan is in place. Municipality intends to be developer and implement these 03 projects with own private developer and will be forwarding application. Projects are on hold due to budget over commitment of the region.
DORDRECHT (Mixed Dev.800	R	R 0	800	Not started	Not yet appointed	
INDWE 800	R	R 0	800	Not started	Not yet appointed	
INDWE WEST GATE 160	R 618,240.00	R 0.00	160	Not started	Not yet appointed	Feasibility (lack of bulk and land issues) and Municipality is dealing with this through Chris Hani D.M.
INDWE 513	R 0,00	R 0,00	513	Not started	Not yet appointed	NHBRC has done and completed assessments reports. Project on hold & affected by National Directive for its implementation as rectification has been discontinued..

EMERGENCY/DISASTER HOUSES CONTI.

16



CHRIS HANI EMERGENCY/DISASTER HOUSES 430 (427 UNITS)

This entails the construction of 430 units for the entire Chris Hani Region (06 Municipalities) funded by Human Settlements and Implementing Agent is Chris Hani District Municipality. Chris Hani D.M is implementing the project through local Emerging Contractors and already started on site . Beneficiary status is listed as per below per Municipality :

Mb gy

- - Intsika Yethu LM = 67 allocated and 76 approved
- - Enoch Mgijima LM = 143 allocated and 66 approved
- - Emalahleni LM = 49 allocated and 10 approved
- - Sakhisizwe LM = 65 allocated and 56 approved
- - Engcobo LM = 76 allocated and 59 approved
- - Inxuba Yethemba LM = 30 allocated and 13 approved

TOTALS = 430

SUMMARY OF LAND ACQUIRED PER LM EMALAHLENI

Programme	No. of Acquisitions	Hectares
LRAD	10	1798.7195
COMMONAGE	1	1376.5664
SLAG	1	235.0000
PLAS	5	3241.1602
TOTAL	17	6651.4461

DEPARTMENT OF RURAL DEVELOPMENT AND AGRARIAN REFORM

2019/20 Food security proposed projects

Sub program	Number of households	Inputs required	Inputs received	Delivery Status
Household	300HH	Carrots, Spinach, Beetroot, Onion and Potato seeds	Carrots, Spinach, Beetroot, Onion seeds	Awaiting budget

2019/20 Food security proposed projects

2.1. 2018/19 HACTORAGE ALLOCATION

DRDAR	GRAIN SA	GFADA	COMMENTS
740	39	244	Total hactorage = 1023

22

2019/20 Food security proposed projects

2.2. 2018/19 cropping quarterly implementation status

DRDAR	HA	Govt contr	Farmer contr	STATUS
Ibuyambo	360	Mechanisation	Production inputs	Awaiting budget
Jojweni	50	Production inputs	Own mechanisation	Awaiting budget
Vrede farm	30	Production inputs	Own mechanisation	Awaiting budget
Vaalbank	50	Production inputs	Own mechanisation	Awaiting budget

2019/20 Food security proposed projects

Qwempe	50	Production inputs	Own mechanisation	70 HA planted
Zenzela farmers association	50	Production inputs	Own mechanisation	Awaiting budget
Guba land trust	100	Production inputs	Own mechanisation	Awaiting budget
Madlinkowane	50	Production inputs	Own mechanisation	Awaiting budget

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DRDAR CROPPING cont...

- Total hactorage = 740
 - ✓ Maize = 80ha
 - ✓ Sorghum = 660



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PARTNERS 2018/19 CROPPING STATUS

1. GRAIN SA	Hactorage	Partner contr	Farmer contr	STATUS
ITHANGO	39	Prod inputs	Mechanisation	Continuation

PARTNERS 2018/19 CROPPING STATUS

2. GFADA	HA	GFADA contribution	Farmer Contribution	Current status
Ipesi	50	Liming, crop insurance, 60% prod inputs	Mechanisation, 40% prod inputs	continuation
Mcwangele	100	Liming, crop insurance, 60% prod inputs	Mechanisation, 40% prod inputs	Continuation
Ncafco	94	Liming, crop insurance, 60% prod inputs	Mechanisation, 40% prod inputs	continuation

PLEASE NOTE!

2018/19 cropping projects

DRDAR	HA	Govt contr	Farmer contr	STATUS
Ibuyambo	500	Mechanisation	Production inputs	Continue with unused given inputs
Sibuyiselwe	30	Production inputs	Own mechanisation	Continue with unused given inputs
Masakhane Ntsika yethu	23	Production inputs	Own mechanisation	Continue with unused given inputs
Baza	40	Production inputs	Own mechanisation	Continue with unused given inputs

2018/19 cropping projects

Heist	30	Production inputs	Own mechanisation	Continue with unused given inputs
Ida Zabalaza	77	Production inputs	Own mechanisation	Continue with unused given inputs
Madinkonkwane	50	Production inputs	Own mechanisation	Continue with unused given inputs
Marney	10	Production inputs	Own mechanisation	Continue with unused given inputs
CARRY OVER = 210HA				

INFRASTRUCTURE 2019/20

FARM NAME	AREA	TYPE OF INFRAS	CURRENT STATUS
Zingxondo	Emtsheko	Fencing	Planning process
Vrede farm	Indwe	Fencing	Planning process
Thulandivile	Indwe	Fencing	Planning process
Nqgoko	Indwe	Dipping tank renovation	Planning process
Ngonyama	Indwe	Dipping tank renovation	Planning process

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CONT.....

FARM NAME	AREA	TYPE OF INFRAS	STATUS
Maqhashu	maqhashu	Dipping tank renovation	Planning process
Lower Ndonga	Qaqeni	Dipping tank renovation	Planning process

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	PROJECT NUMBER	IMPLEMENTING AGENT	PROGRAMME	PROJECT STATUS	PROJECT COST
	DPW16ECAR010	IDT	ASIDI NDPW SCHOOLS CONSTRUCTION	UNDERCONSTRUCTION	
	TMT/DBE/04A/17/H3	TMT	SANITATION	ONHOLD	
HIGH	CDC/924/16	COEGA	CDC FENCING III	WORKS COMPLETION	
	P9004970	COEGA	CDC ECD III	PRACTICAL COMPLETION	
ARY	TMT/DBE/04A/17/H2	TMT	SANITATION	PRACTICAL COMPLETION	
	RFP108/2017	DBSA	DBSA RE-ALIGNMENT II-DECANTING	UNDERCONSTRUCTION	
	CDC/925/16	COEGA	CDC FENCING III	WORKS COMPLETION	
	CDC/926/16	COEGA	CDC FENCING III	FINAL COMPLETION	
	SCMUS-17/18-0012CHR	DRPW	DPW COMBINED PRIORITY	UNDERCONSTRUCTION	
	0384-NCALUKENI JPS	IDT	ASIDI NDPW SCHOOLS CONSTRUCTION	UNDERCONSTRUCTION	
	RFP108/2017	DBSA	DBSA RE-ALIGNMENT II-DECANTING	UNDERCONSTRUCTION	
	P9004821	IDT	IDT EIRH (HOSTELS)	UNDERCONSTRUCTION	R
	DPW16ECAR011	IDT	ASIDI NDPW SCHOOLS CONSTRUCTION	PRACTICAL COMPLETION	
	DOEEC/07/2017	IDT	ASIDI NDPW SCHOOLS CONSTRUCTION	UNDERCONSTRUCTION	
	SCMU6E-17/18-024	DOE/ECDC	DISASTER	FINAL COMPLETION	
RL'S HIGH	CDC/928/16	COEGA	CDC FENCING III	WORKS COMPLETION	
	RFP108/2017	DBSA	DBSA RE-ALIGNMENT II-DECANTING	UNDERCONSTRUCTION	

SOUTH AFRICAN SOCIAL SERVICES AGENCY

Grant Beneficiary Statistics (Emalahleni Local Municipality)

SASSA in the Eastern Cape is committed to the improvement of access to Social Grants to eligible and potential beneficiaries, faced by the challenges of vulnerability and economic marginalisation. The following tables are providing information on the statistics as follow

LADY FRERE: Grants Administration Report:

Performance Indicators	Annual Performance Target 2018/2019	Achievement against Annual performance targets:	Achieved %
Number of new Social Grant applications processed	4282	4326	101%
SRD FOOD PARCELS	421	933	222%
SRD SCHOOL UNIFORMS	188	160	85%

MONTHLY STATISTICS AND EXPENDITURE

Local Office	Grant Type	No of Beneficiaries	No of Children	Economic Investment
INDWE	Care Dependency	91	92	R 155 480
	Child Support (Total 0-18)	5 749	10 758	R 4 303 200
	Foster Care	265	342	R 328 320
	Grant in Aid	85		R 34 000
	Old Age	2 742		R 4 615 976
	Old Age (75 Years & Over)	933		R 1 591 191
	Permanent Disability	772		R 303 246

	Temporary Disability	14		R 23 660
INDWE Total		10 651	11 192	R 12 355 073
LADY FRERE	Care Dependency	172	174	R 294 060
	Child Support (Total 0-18)	14 512	25 985	R 10 394 000
	Foster Care	651	844	R 810 240
	Grant in Aid	132		R 52 800
	Old Age	7 570		R 12 744 102
	Old Age (75 Years & Over)	3 990		R 6 818 158
	Permanent Disability	2 710		R 4 577 995
	Temporary Disability	77		R 130 130
LADY FRERE Total		29 814	27 003	R 35 821 485
EMALAHLENI				
TOTAL		40 465	38 195	R 48 176 558

- 38% of the Social Security Budget is shared amongst the Elderly.
- 53% of the Social Security Budget is shared amongst the Children
- 9% of the Social Security Budget is shared amongst the Disabled people

2018/2019 SRD Budget Allocation

District Office	Local Office	Normal SRD Budget Allocation	School Uniform Budget Allocation	Total Budget Allocation
CHRIS HANI	INDWE	R 345 182.50	R 104 502	R 345 183
	LADY FRERE	R 914 621.75	R273 224	R902 493
EMALAHLENI Total		R 1 259 804.25	R 377 726	R 1 247 676

Transitional Plan for Payment of Social Grants:

- a. 98% of Registered Beneficiaries were Card Swapped at Pay Points, Community Halls.
- b. Older Beneficiaries who are over 75 years and the sick or bedridden people were visited at home, so that they change their cards.
- c. We are requesting the leadership and Stakeholders to encourage those that did card swap to come forward to change their old SASSA card to new SASSA/SAPO card

Other Programs:

- Registration of Mandates, Reg. 26A. All those that have policies must register their policies at SASSA
- Counter Services, the Agency is going to scale down on Counter Services due to the fact that all resources will focus on Transition.
- Paid after Death, these are people who draw money after the beneficiary has passed away and we raise debt for them to repay the money.

DEPARTMENT OF SOCIAL DEVELOPMENT

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EMALAHLENI FUNDED PROJECTS FOR 2019/20 FINANCIAL YEAR



Province of the
EASTERN CAPE
SOCIAL DEVELOPMENT



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1. EARLY CHILDHOOD DEVELOPMENT CENTRES

NO.	NAME OF ORGANISATION	FACILITY NO.	SUB PROG	NATURE	NO OF BEN	ALLOCATION AMOUNT	WARD NO	LOCATION	CONCILLOR
1	Noncedo Day Care Centre	428	Early Childhood Development	Services to children 0-4 years	9	R35 640	16	Guba Hoek, Indwe	M. Makatesi
2	Unathi Day Care Centre	12337	Early Childhood Development	Services to children 0-4 years	25	R99 000	1	Nqinangane	T. Mwebi
3	Khulile Day Care Centre	432	Early Childhood Development	Services to children 0-4 years	25	R99 000	17	Ntsinga, Maqhashu	C. Bobotyana
4	Gadlume Pre School	433	Early Childhood Development	Services to children 0-4 years	25	R99 000	13	Gadlume, Machubeni	N. Kraqa
5	Lady Frere DCC	700	Early Childhood Development	Services to children 0-4 years	40	R158 400	4	Lady Frere Town	N. Tyhulu
6	Nobantu DCC	455	Early Childhood Development	Services to children 0-4 years	20	R79 200	2	Lanti	N. Kama
7	Mziamomhe DCC	1046	Early Childhood Development	Services to children 0-4 years	30	R118 800	7	Bozwana	Clr S Zama
8	St Catherine's DCC	419	Early Childhood Development	Services to children 0-4 years	45	R178 200	15	Mavuya, Indwe	L Paul
9	Zanoxolo DCC	8455	Early Childhood Development	Services to children 0-4 years	30	R118 800	10	Mateyise, Tsambayi	Z. Moshani



Province of the
EASTERN CAPE
SOCIAL DEVELOPMENT



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CONTINUATION

10	Vuyani DCC	699	Early Childhood Development	Services to children 0-4 years	25	R99 000	13	Mbokompepi, Machubeni	N. Kraqa
11	Isiseko Pre-School	709	Early Childhood Development	Services to children 0-4 years	25	R99 000	2	Quthubeni, Bengu	N. Kama
12	Bakaneni Day Care Centre	12978	Early Childhood Development	Services to children 0-4 years	20	R79 200	4	Cacadu	N. Tyhulu
13	Nomzamo Pre-School	8945	Early Childhood Development	Services to children 0-4 years	25	R99 000	7	Qoqodala	S. Zama
14	Nomzamo Day Care Centre	12972	Early Childhood Development	Services to children 0-4 years	25	R99 000	6	Khunduku	N. James
15	Mzomomhle Pre-School	11174	Early Childhood Development	Services to children 0-4 years	25	R99 000	4	Zakhele, Lady Frere Location	N. Tyhulu
16	Gumbu DCC	705	Early Childhood Development	Services to children 0-4 years	25	R99 000	9	Zwartwater	L. Fatyela
17	Qoboshane DCC	475	Early Childhood Development	Services to children 0-4 years	25	R99 000	13	Qoboshane, Machubeni	N. Kraqa
18	Sizamele Pre-School	1160	Early Childhood Development	Services to children 0-4 years	25	R99 000	14	Emthini, Machubeni	M. Qomoyi
19	Sivuyisiwe Pre-School	695	Early Childhood Development	Services to children 0-4 years	25	R99 000	9	Zwartwater	L. Fatyela



Province of the
EASTERN CAPE
SOCIAL DEVELOPMENT



CONTINUATION

20	Mkhaphusi Pre-School	12973	Early Childhood Development	Services to children 0-4 years	25	R99 000	12	Mkhaphusi	T. Ndlela
21	Mzomomhle Day Care Centre	441	Early Childhood Development	Services to children 0-4 years	30	R118 800	6	Xonxa	N. James
22	Vuselela Day Care Centre	10572	Early Childhood Development	Services to children 0-4 years	25	R99 000	16	Indwe Town, Indwe	M. Makatesi
23	Nokulunga Day Care Centre	710	Early Childhood Development	Services to children 0-4 years	20	R79 200	3	Hala1	X. Njadu
24	Normeliso Pre-School	478	Early Childhood Development	Services to children 0-4 years	35	R138 600	14	Kallfontein-Umhlanga	M. Qomoyi
25	Nompumelelo Pre-School	8948	Early Childhood Development	Services to children 0-4 years	25	R99 000	10	Tsembeyi	Z. Moshani
26	Makukhanye Day Care Centre	431	Early Childhood Development	Services to children 0-4 years	20	R79 200	3	Trust	X. Njadu
27	Masakhane Pre-School	427	Early Childhood Development	Services to children 0-4 years	14	R55 440	16	Guba-Hoek	M. Makatesi
28	Khanyisa Pre-School	9071	Early Childhood Development	Services to children 0-4 years	25	R99 000	05	De-Hoop, Mtshelo	S. Bongo
29	Kuyasa Day Care Centre	688	Early Childhood Development	Services to children 0-4 years	17	R67 320	2	Lanti	N. Kama



Province of the
EASTERN CAPE
SOCIAL DEVELOPMENT



CONTINUATION

30	Jekeni Nomzamo DCC	477	Early Childhood Development	Services to children 0-4 years	25	R99 000	8	Jekeni, Agnes Rest	N. Ngono
31	Gqeberya DCC	696	Early Childhood Development	Services to children 0-4 years	30	R118 800	6	Gqeberya	James
32	Buyani Pre-School	1227	Early Childhood Development	Services to children 0-4 years	35	R138 600	16	Indwe Town	M. Makatesi
33	Emzi DCC	692	Early Childhood Development	Services to children 0-4 years	25	R99 000	5	Mckaysnak	T. Soishe
34	Lanti Bush DCC	1179	Early Childhood Development	Services to children 0-4 years	25	R99 000	2	Lanti	N. Kama
35	Boomplaas DCC	1254	Early Childhood Development	Services to children 0-4 years	25	R99 000	13	Boomplaas	N. Kraqa
36	Lanti Poort DCC	707	Early Childhood Development	Services to children 0-4 years	16	R63 360	2	Lanti	N. Kama
37	Little Fire DCC	698	Early Childhood Development	Services to children 0-4 years	20	R79 200	12	Ngqanda	T. Ndlela
38	Nokwuyo DCC	711	Early Childhood Development	Services to children 0-4 years	20	R79 200	2	Bengu	N. Kama
39	Vusisizwe Pre-School	2378	Early Childhood Development	Services to children 0-4 years	22	R87 120	1	Tshatshu	T. Mwebi



CONTINUATION

40	Nalibango DCC	440	Early Childhood Development	Services to children 0-4 years	25	R99 000	13	Helushe, Machubeni	N. Kraqa
41	Nompumelo DCC	9136	Early Childhood Development	Services to children 0-4 years	25	R99 000	7	Dubeni	S. Zama
42	Nompumelo DCC	378	Early Childhood Development	Services to children 0-4 years	25	R99 000	16	Jenethe, Guba-Hoek	M. Makatesi
43	Matyantya DCC	701	Early Childhood Development	Services to children 0-4 years	25	R99 000	6	Matyantya	N. James
44	Masithembe DCC	635	Early Childhood Development	Services to children 0-4 years	25	R99 000	3	Greyspan	X. Njadu
45	Khanya DCC	8941	Early Childhood Development	Services to children 0-4 years	20	R79 200	8	Jojwani	N. Ngono
46	Buffalo Thoms DCC	9133	Early Childhood Development	Services to children 0-4 years	15	R59 400	8	Vaalbank	N. Ngono
47	Mt. Arthur DCC	424	Early Childhood Development	Services to children 0-4 years	20	R79 200	12	Mt. Arthur	T. Ndlela
48	Small Farm Pre-School	457	Early Childhood Development	Services to children 0-4 years	25	R99 000	6	Gqeberya	N. James
49	Vukani DCC	8942	Early Childhood Development	Services to children 0-4 years	26	R102 960	16	Upper Mgwana	M. Makatesi



CONTINUATION

50	Thaleni DCC	702	Early Childhood Development	Services to children 0-4 years	20	R79 200	13	Thaleni, Machubeni	N. Kraqa
51	St Cyprians Pre-School	438	Early Childhood Development	Services to children 0-4 years	20	R79 200	13	Tshamazimba	N. Kraqa
52	Yimpucuko DCC	798	Early Childhood Development	Services to children 0-4 years	30	R118 800	11	Zwelethemba, Dordrecht	T. Mondile
53	Vulindlela Pre-School	9102	Early Childhood Development	Services to children 0-4 years	30	R118 800	5	Mckysnek	T. Soishe
54	Siyakonwaba DCC	460	Early Childhood Development	Services to children 0-4 years	20	R79 200	8	Agnes Rest	N. Ngono
55	Zamokuhle DCC	9157	Early Childhood Development	Services to children 0-4 years	25	R99 000	7	Bowden	S. Zama
56	Zubasdale DCC	430	Early Childhood Development	Services to children 0-4 years	25	R99 000	12	Mt Arthur	T. Ndlela
57	Zikulisa DCC	9167	Early Childhood Development	Services to children 0-4 years	25	R99 000	7	Qogodala	S. Zama
58	Ngganda DCC	697	Early Childhood Development	Services to children 0-4 years	20	R79 200	12	Ngganda	T. Ndlela
59	Nankunzi DCC	10291	Early Childhood Development	Services to children 0-4 years	37	R146 520	4	Cacadu	N. Tyhulu



Province of the
EASTERN CAPE
SOCIAL DEVELOPMENT



ALBERTINA SISULU
CENTRE
2018



CONTINUATION

60	Nofuthando Pre-School	12976	Early Childhood Development	Services to children 0-4 years	20	R79 200	12	Bomeni	S. Zama
61	Isango DCC	12977	Early Childhood Development	Services to children 0-4 years	20	R79 200	5	Cumakala	S. Bongo/ T. Soishe
62	Sinethamba DCC	8947	Early Childhood Development	Services to children 0-4 years	25	R99 000	3	Ndonga	X. Njadu
63	Mazibala Day Care Centre	12975	Early Childhood Development	Services to children 0-4 years	25	R99 000	6	Gustaff, Matyanyanya	N. James
64	Birca DCC	12979	Early Childhood Development	Services to children 0-4 years	20	R79 200	17	Ngcuka	C. Bobotyana
65	Elangeni DCC	12974	Early Childhood Development	Services to children 0-4 years	25	R99 000	5	Kavara	S. Bongo/ T. Soishe
66	Vukani Pre-School (Ndonga)	9028	Early Childhood Development	Services to children 0-4 years	25	R99 000	3	Ndonga	X. Njadu
67	Sifunulwazi DCC	461	Early Childhood Development	Services to children 0-4 years	25	R99 000	9	Zwartwater	L. Fatyela
68	Mkhaya DCC	8944	Early Childhood Development	Services to children 0-4 years	25	R99 000	6	Xoxa	N. James
69	Emadwaleni Pre-School	11175	Early Childhood Development	Services to children 0-4 years	25	R99 000	3	Hala 2	X. Njadu



Province of the
EASTERN CAPE
SOCIAL DEVELOPMENT



ALBERTINA SISULU
CENTRE
2018



CONTINUATION

70.	Masizakhe Day Care Centre	11300	Early Childhood Development	Services to children 0-4 years	17	R67 320	17	Percy	C. Bobotyana
71.	Vukuzenzake Day Care Centre	11247	Early Childhood Development	Services to children 0-4 years	25	R99 000	17	Ezingqolweni	C. Bobotyana
72.	Ngcuka DCC	11173	Early Childhood Development	Services to children 0-4 years	25	R99 000	17	Ngcuka	C. Bobotyana
73.	Harry Gwala Pre-School	11901	Early Childhood Development	Services to children 0-4 years	25	R99 000	11	Harry Gwala, Dordrecht	T. Mondile
74.	Nosiselo Pre-School	10718	Early Childhood Development	Services to children 0-4 years	25	R99 000	14	Zwelitsha, Umhlanga	M. Qomoyi
75.	Chumani DCC	11488	Early Childhood Development	Services to children 0-4 years	20	R79 200	3	Eqaqeni, Ndonga	X. Njedu
76.	Umhlanga Pre-School	11902	Early Childhood Development	Services to children 0-4 years	24	R95 040	14	Kalfontein-Umhlanga	M. Qomoyi
77.	Ikhwezi Pre-School	636	Early Childhood Development	Services to children 0-4 years	20	R79 200	14	Nkenkulu, Umhlanga	M. Qomoyi
78.	Nompumalala DCC	8950	Early Childhood Development	Services to children 0-4 years	30	R118 800	5	Mtshelo	S. Bongo/ T. Sxishe
79.	Sikumile Pre-School	472	Early Childhood Development	Services to children 0-4 years	20	R79 200	3	Maghubela	X. Njedu



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SOCIAL DEVELOPMENT



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CONTINUATION

80.	Noncedo Pre-School	9027	Early Childhood Development	Services to children 0-4 years	25	R99 000	17	Ngqoko	C. Bobotyana
81.	Mzamomhle Pre-School	9166	Early Childhood Development	Services to children 0-4 years	14	R55 440	3	Maghubela	X. Njedu
82.	Pakamani Pre-School	641	Early Childhood Development	Services to children 0-4 years	20	R79 200	3	Greyspan	X. Njedu
83.	Bongani Pre-School	13469	Early Childhood Development	Services to children 0-4 years	21	R83 160	6	Mckysnek	S Bongo/ T. Sxishe
84.	Masakhane DCC	13470	Early Childhood Development	Services to children 0-4 years	20	R79 200	9	Zwaartwater	L. Fatyela
85.	Sokhula DCC	13472	Early Childhood Development	Services to children 0-4 years	20	R79 200	9	Zwaartwater	L. Fatyela
86.	Masibambane Pre-School	13471	Early Childhood Development	Services to children 0-4 years	14	R55 440	13	Machubani	N. Kraqa
87.	Siyazama Pre-School	12505	Early Childhood Development	Services to children 0-4 years	2	R99 000	15	Mzamomhle, Indwa	L. Paul



Province of the
EASTERN CAPE
SOCIAL DEVELOPMENT



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2. SPECIAL DAY CARE CENTRE

NO.	NAME OF ORGANISATION	FACILITY NO.	SUB PROG	NATURE	NO. OF BEN	ALLOCATION AMOUNT	WARD NO	LOCATION	CONCILLOR
1.	Emadilewen Special Day Care Centre	11905	Special Needs	Services to children with special needs from 0-18 years	14	R73 920	16	Indwe	M. Makatesi



CONTINUATION

10.	Masomwabe Service Centre	9799	Older persons	Services to Older Persons	30	R87 175	03	Hala 1	X. Njadu
11.	Sikhulile Service Centre	11358	Older persons	Services to Older Persons	30	R87 175	01	Tshatshu	T. Mrwebi
12.	Lady Frere Service Centre	10729	Older persons	Services to Older Persons	45	R123 175	04	Lady FrereTown	N. Tyhulu
13.	Siyavuya Service Centre	10741	Older persons	Services to Older Persons	40	R111 175	12	Mkhaphusi	T. Ndlela
14.	Vukutye Service Centre	10727	Older persons	Services to older persons	20	R63 175	03	Greyspan	X. Njadu
15.	Ayabulela Service Centre	11359	Older persons	Services to Older Persons	30	R87 175	03	Eqaqani	X. Njadu
16.	Khanyisa Service Centre	10739	Older persons	Services to older persons	20	R63 175	01	Rodana	T. Mrwebi
17.	Sondelani Service Centre	11699	Older persons	Services to Older Persons	40	R111 175	03	Hala 2	X. Njadu
18.	Siyalinga Service Centre	11360	Older persons	Services to Older Persons	20	R63 175	17	Ngcuka	C. Bobotyana



4. OLD AGE HOME

NO.	NAME OF ORGANISATION	FACILITY NO.	SUB PROG	NATURE	NO.OF BEN	ALLOCATION AMOUNT	WARD NO	LOCATION	CONCILLOR
1	Nerinahof Old Age	222	Older Persons	Residential services to Older Persons	43	R960 000	11	Dordrecht	T. Mondile



Province of the
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SOCIAL DEVELOPMENT



5. CPO (CHILD CARE AND PROTECTION)

NO.	NAME OF ORGANISATION	FACILITY NO.	SUB PROG	NATURE	NO.OF BEN	ALLOCATION AMOUNT	WARD NO	LOCATION	CONCILLOR
1	ADVV Dordrecht	151	Child Care and Protection	Services to Children		R257 029	11	Dordrecht	T. Mondile



Province of the
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SOCIAL DEVELOPMENT



6. HIV/AIDS

NO.	NAME OF ORGANISATION	FACILITY NO.	SUB PROG	NATURE	NO.OF BEN	ALLOCATION AMOUNT	WARD NO	LOCATION	CONCILLOR
1.	Masibambane HCBC	10805	HIV/AIDS	Home Community Based Care Service	N/A	R290 241	04	Lady Frere Town	P. N. Tyhulu
2.	Sakhangomo HCBC	11490	HIV/AIDS	Home Community Based Care Service	N/A	R290 241	16	Indwe	M. Makatesi



7. FAMILIES

NO.	NAME OF ORGANISATION	FACILITY NO.	SUB PROG	NATURE	NO.OF BEN	ALLOCATION AMOUNT	WARD NO	LOCATION	CONCILLOR
1.	Indwe Family Resource Centre	10907	Families	Services to families	N/A	R120 000	16	Indwe	M. Makatesi



8. VICTIM EMPOWERMENT PROGRAMME

NO.	NAME OF ORGANISATION	FACILITY NO.	SUB PROG	NATURE	NO OF BEN	ALLOCATION AMOUNT	WARD NO	LOCATION	CONCILLOR
1.	Dordrecht White Door Centre of Hope	11277	Victim Empowerment Programme	Services to Victims of Domestic Violence and Crime	N/A	R154 000	11	Dordrecht	T. Mondile
2.	Lavelanga Gender Empowerment	10905	Victim Empowerment Programme	Services to Victims of Domestic Violence and Crime	N/A	R200 000	16	Indwe	M. Makatesi
3.	Khuseleka support centre	10906	Victim Empowerment Programme	Services to Victims of Domestic Violence and Crime	N/A	R300 000	06	Mckaysnek	N. James
4.	Sakhisizwe White Door Centre	12980	Victim Empowerment Programme	Services to Victims of Domestic Violence and Crime	N/A	R153 250	10	Tsebayi	Z. Moshani



9. DISABILITY

NO.	NAME OF ORGANISATION	FACILITY NO.	SUB PROG	NATURE	NO OF BEN	ALLOCATION AMOUNT	WARD NO	LOCATION	CONCILLOR
1.	Kamvoletu Community Based Rehabilitation	11903	Disability	Skills Development	N/A	R100 000	16	Indwe	M. Makatesi
2.	Siyathemba Protective Workshop	11900	Disability	Community Based Care and Rehabilitation	25	R60 000	11	Dordrecht	T. Mondile



10. SUBSTANCE ABUSE

NO.	NAME OF ORGANISATION	FACILITY NO.	SUB PROG.	NATURE	NO. OF BEN	ALLOCATION AMOUNT	WARD NO	LOCATION	CONCILLOR
1.	TADA, Emalahleni	10809	Substance Abuse	Prevention Services to in School and out of School youth	N/A	R185 000	All Wards	Emalahleni Municipality	



COMMUNITY DEVELOPMENT PROJECTS AWAITING FUNDING FOR 2019/2020 FINANCIAL YEAR

NO	NAME OF PROJECT	SUB-PROGRAMME	ACTIVITY	LOCATION	WARD	FUNDING ALLOCATION	NO OF BENEFICIARIES	STATUS
1.	Sivene General Trading	Women Development	Vegetable Production	Zwelisha village	14	R50 000.00	06	New
2.	Mixed Qqa	Women Development	Sewing	Dordrecht Town	14	R95 000.00	09	New
3.	Equmbu CNDC	Sustainable Livelihood	CNDC	Equmbu village	09	R537 652.00	120	Old



11. SUMMARY

EARLY CHILDHOOD DEVELOPMENT CENTRES	: 87
SPECIAL DAY CARE CENTRE	: 01
SERVICE CENTRES (OLDER PERSONS)	: 18
OLD AGE HOME	: 01
NGO (CHILD CARE AND PROTECTION)	: 01
HIV/AIDS	: 02
FAMILIES	: 01
VICTIM EMPOWERMENT PROGRAMME	: 04
DISABILITY	: 02
SUBSTANCE ABUSE	: 01
COMMUNITY DEVELOPMENT	: 03

TOTAL: 121

COMPILED BY:

SIGNATURE:

RECOMMENDED BY:

SIGNATURE:

APPROVED BY:

SIGNATURE:

DATE:



Province of the
EASTERN CAPE
SOCIAL DEVELOPMENT



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DEPARTMENT OF SAFETY AND LIAISON

Location of the Department

- King Williams Town-head Quarters
- Komani- District Office
- The office oversees 31 police stations within the District, however some are located in other neighbouring districts like Amathole and Joe Gqabi but due to boundaries of policing



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Province of the
EASTERN CAPE
DEPARTMENT OF SAFETY & LIAISON

ENVIRONMENTAL SCAN

- School based criminality
- Boys fights ahead of and post initiation season
- Isolated cases of murders during the festivities
- Policing is made difficult by the vehicles that are spending time in the garages
- Condition of roads in the area make it difficult for police to realize their set response time
- Municipality is one of the few that respond to crime prevention issues



8



Civilian oversight

- Core business of the department
- Service Delivery Evaluations at Stations –
- Unannounced visits to Police stations- Decided by issues and political instructions
- Policing Accountability Engagement (Policing and criminal justice imbizos)
- Domestic Violence Audits



9



Social Crime Prevention

- Crime Awareness Campaign – target is Glen Grey and Lady Frere for 19/20 FY
- **CPF** support in elections and sustaining in all the stations within the municipality
- **CSF** support. A safety audit is planned for this year
- Support to schools with where safety patrollers were deployed

APPROVAL OF THE FIRST DRAFT IDP: 2019/2020

The first draft IDP tabled in Council for approval on the

Council Resolution of Adoption:

Signatures:

.....
MR N MNTUYEDWA
ACTING MUNICIPAL MANAGER

.....
DATE

.....
CLLR N KONI
HONORABLE MAYOR

.....
DATE

